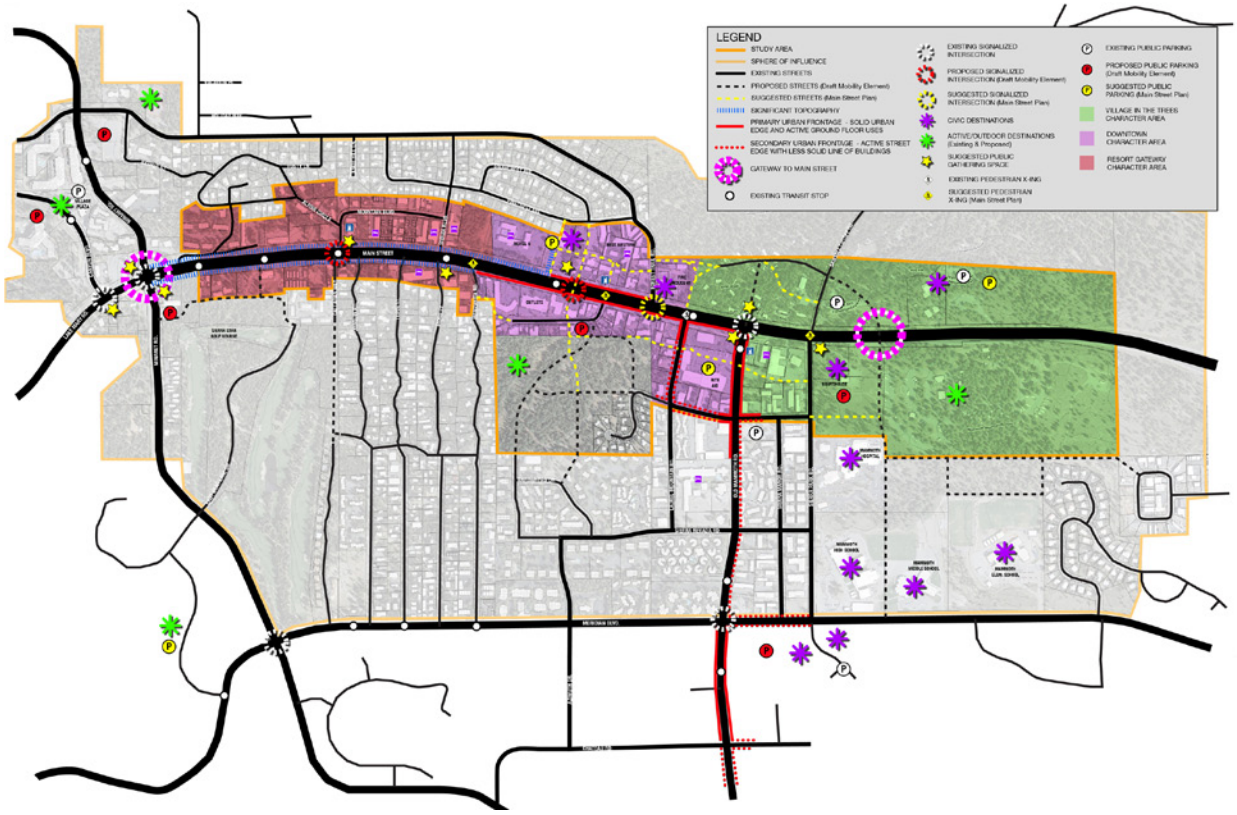
TOWN OF MAMMOTH LAKES
MAIN STREET PLAN



FINAL PLAN | FEBRUARY, 2014

Mammoth Lakes

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Mammoth Mountain Ski Area

Snowcreek Resort/The Chadmar Group

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

A conceptual long-term build-out scenario of the Main Street corridor was developed during Charette Week.

The Town of Mammoth Lakes seeks to transform its Main Street corridor from an auto-dominated state highway that passes *through* downtown into a pedestrian-first, world-class mountain resort street that *is* downtown. In other words, the Town wishes to create **a memorable place** - one that supports the needs of its residents, but also draws visitors back over time to support the rich tourism industry that exists. Many visioning exercises for Main Street have been conducted prior to the publishing of this Plan. This *Main Street Plan*, however, focuses on refinement of previous broad-based concepts and offers solutions for the design of Main Street as well as potential funding sources and implementation and phasing strategies. It is intended to move ideas into action. Recommendations herein should be implemented by the Town, although key players will include private property owners along the corridor and Caltrans - the state's department of transportation - which oversees maintenance of Main Street (state highway 203.)

Main Street is envisioned as transforming from an auto-dominated highway into a pedestrian-first, memorable place.

It offers concepts for improved parks and open space.

It sets parameters for the character of new development.

It supports all modes of travel.

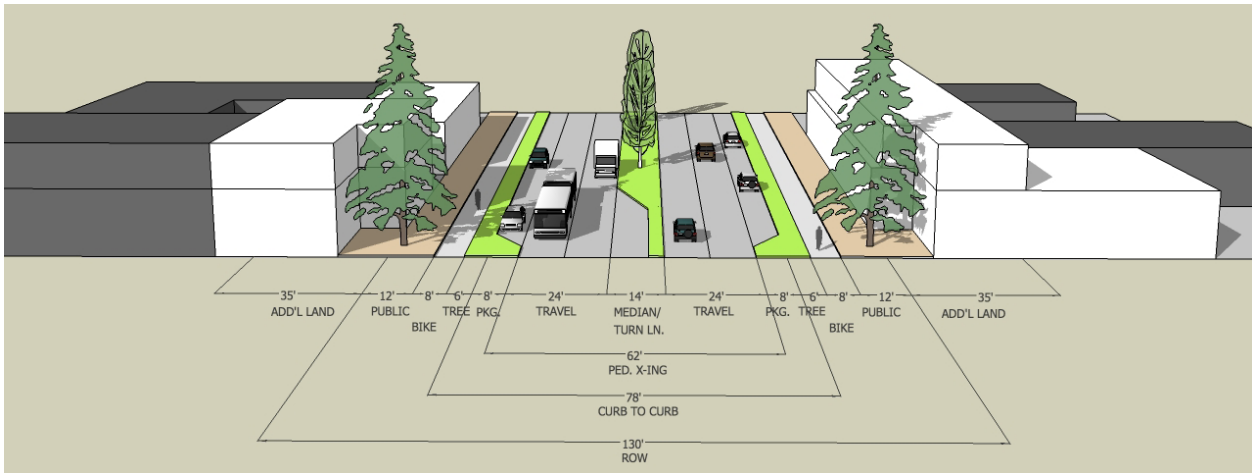
The scope for this project included significant public outreach with the community members as well as individual meetings with corridor stakeholders, development experts and Caltrans. While the Town is to be the champion of this Plan, taking responsibility to implement the recommendations provided, the Plan itself is the **community's vision**.

This Plan provides attainable solutions to the community's vision for Main Street:

- It offers concepts for **improved parks and open space**.
- It sets parameters for the character of **new development**.
- It establishes a Main Street that supports **all modes of travel** in a safe and inviting atmosphere.
- It creates a **unique identity** for Downtown Mammoth Lakes.
- It offers solutions for **parking** problems and **snow** maintenance issues.

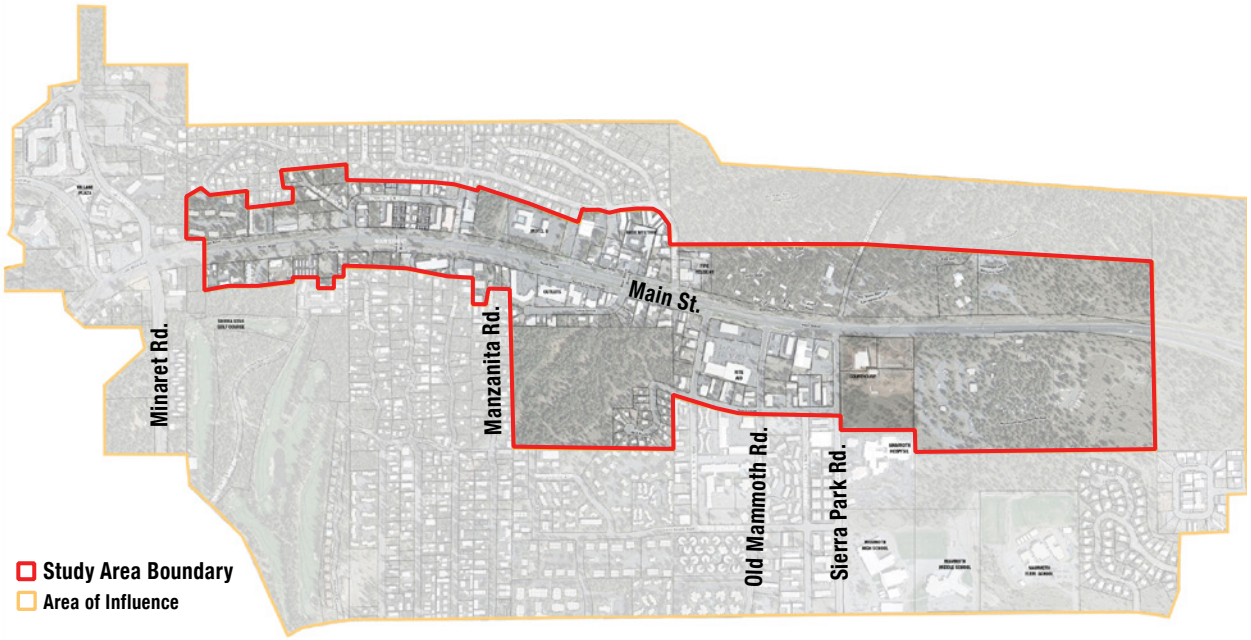
Perhaps most importantly, it does all of this with **phasing** in mind. It does not assume an overnight transformation. Instead, it offers realistic phasing strategies based on desired prioritization and probable funding. Preliminary cost estimates are provided in order for the Town (and other entities) to begin to secure funding through the various recommended tools.

The *Main Street Plan* will be used by Town staff, developers, property owners, citizens and policy-makers to guide public and private investment in Downtown Mammoth Lakes for the next 10 years (or more.) It will also drive public policy decisions as they relate to downtown.



The final design for Main Street includes travel lanes, on-street parking, a landscaped median, a protected bike lane, and a wide sidewalk with shops and restaurants to activate and add to the downtown experience.

1 INTRODUCTION



The project study area includes 1.5 miles of Main Street through Downtown Mammoth Lakes. A larger area, outlined in orange, influences decisions made within the study area boundary.

The vision for the 1.5-mile corridor of Main Street is to become a vibrant, pedestrian-oriented Downtown that serves residents and year-round visitors. Main Street will be more than a highway to the ski mountain; It will be a Downtown. It will have a sense of pride that is upheld and protected by its residents, as well as a sense of destination for visitors. It will be active day and night, and throughout all seasons of the year. It will be safe, including places for adults to enjoy as well as children. It will include a mixture of uses to support tourism as well as everyday needs of citizens. It will include new workforce and market rate housing to overlook downtown and provide "eyes on the street" as well as a network of trails and sidewalks that extend the length of the corridor to connect the Town and provide options for walking and bicycling rather than driving. It will be a place where the vision, as described herein, is reflected and prominent.

In this Chapter

Note: an expanded version of the Project Study Area map is available in Attachment F.

Project Funding

This Plan is funded by a grant from the California Department of Transportation (Caltrans), which will maintain jurisdiction over Main Street (Hwy 203) as it is transformed to promote the community's vision.

Wildflowers are a popular draw in the spring and summer months.

The existing building stock in Downtown is dated.

Downtown lacks pedestrian infrastructure and an identity.

PROJECT NEEDS AND OBJECTIVES

As Mammoth Lakes continues to compete in the national mountain resort tourism sector, it has become apparent that a viable Downtown is needed *in addition to* a world-class mountain resort. The relationship between Downtown and the resort lacks an important synergy. This Plan focuses on creating a more vibrant Downtown, which is concentrated along Main Street, or State Highway 203.

Currently, the mountain resort is *the destination* of Mammoth Lakes and Downtown is overlooked. This is in spite of the fact that summer visitors are equal to winter visitors. While tourism is the economic engine for the Town, retail and lodging sales fall behind in comparison to other mountain resort downtowns. Some of the reasons for this lag are the Town's remote location, older building stock and overall lack of a distinct image to draw people back over time. Refocusing efforts on Main Street, to create a valuable "place," will help develop a two-way connection to the mountain and diversify the Town's assets to ensure a year-round destination for tourists.

Downtown lacks a distinct brand or image. Driving along Main Street, it is not apparent when one has entered downtown. As one resident explained, *"driving around Mammoth Town is like driving through a parking lot."* Walking in downtown is no different. The street is uncomfortable to be near and operates like a highway instead of a Main Street. Pedestrian infrastructure is sparse and walkways are discontinuous and poorly maintained.

The objective of this Plan is to provide a blueprint for redevelopment of the 1.5-mile Main Street corridor (see map on previous page.) It guides public investment in streets, sidewalks and other infrastructure improvements, while also shaping private redevelopment through regulatory changes and incentives. The recommendations herein have been vetted and largely developed by the residents and policy makers of Mammoth Lakes - it is *your* Plan.

The transformation of Main Street will require time, money and determination. Residents, property owners, business owners and elected officials have demonstrated that they have the commitment necessary to realize their vision. Various previous planning efforts have set the stage for the vision of Main Street and it is the goal of this Plan to refine those ideas and move them into action.

Much effort has been exerted to ensure this Plan is realistic and attainable, yet visionary and transformative.

PREVIOUS PLANNING EFFORTS

Business owners, residents, and Town staff collaborated on several previous planning efforts that helped set the stage for the Downtown Mammoth Lakes *Main Street Plan*, including the:

- *Downtown Concept for Main Street* (2010)
- *Traffic Model Update and Travel Demand Technical Memorandum* (2010)
- *University of California Berkeley Traffic Safety Evaluation* (2010)
- *Draft General Plan Mobility Element* (2011)
- *Municipal Wayfinding Program* (2012)
- *Zoning Code Update* (concurrent)
- *Draft Parking Code* (concurrent)

Downtown Concept for Main Street

The *Downtown Concept for Main Street* (DCMS) provides the primary policy foundation for this Plan. It was the result of an intensive 10-month community planning process which envisioned a "feet first" downtown and introduced the idea of removing existing frontage roads to bring businesses closer to the street and make room for new development. The DCMS process also introduced the concept of a landscaped median and on-street parking along Main Street. The resulting "complete street" would balance the needs of drivers, pedestrians, bicyclists and transit users.

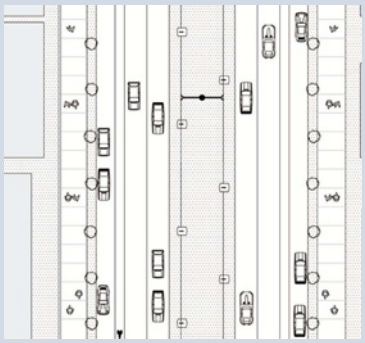
Draft General Plan Mobility Element

The General Plan's *Mobility Element* describes town-wide mobility concepts. It establishes a progressive approach to multimodal transportation as it relates to the Triple-Bottom Line - improving the natural environment, economic vitality of the town and the overall health of the community. Overarching Mobility Principles, that carry over to the design of Main Street, include:

The DCMS "Preferred Alternative"

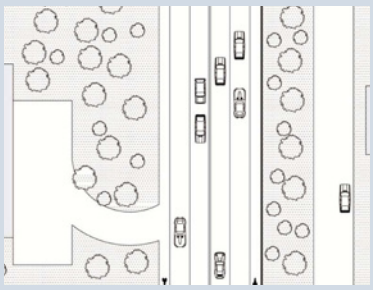
The street design concept for Main Street described in Chapter 4 of this plan closely reflects the DCMS Preferred Alternative Concept, which is intended to support a more vibrant and pedestrian-oriented downtown. DCMS recommendations vary for two primary sections of Main Street:

Manzanita to Sierra Park



This section includes a wide median, travel lanes, bike lanes, on-street parking and wide sidewalks with a buffered landscape strip.

West of Manzanita



This section remains as it is today.

Complete Streets

The DCMS and Draft General Plan *Mobility Element* seek to transform Main Street into a "Complete Street" that creates an inviting environment, encourages economic development, stimulates private sector investment and enhances the existing positive features of the corridor.

Ingredients found on a Complete Street often include:

- managed access sidewalks
- bike facilities
- parking lanes
- crosswalks
- pedestrian lighting
- pedestrian crossing controls
- traffic calming measures such as curb extensions and medians

- Complete Streets
- Safety
- Environment
- Management
- Context-Sensitive Design
- Public Spaces and Places
- Community Health
- Affordability

The 2011 Draft General Plan Mobility Element provides policies and recommendations that inform the Mammoth Lakes Main Street Plan

Zoning Code Update

The Town's Zoning Code is the primary regulatory tool used to dictate permitted uses (residential, hotel, commercial, etc.) and standards such as building heights and parking requirements. The *Zoning Code Update* (ZCU) was initiated to incorporate the goals and policies of the 2007 General Plan. It promotes sustainability, high quality design, and a feet-first environment. More information on the regulations that support this Plan is provided in Chapter 2. The ZCU planning effort was concurrent with the development of this Main Street Plan and is scheduled for adoption in March 2014.

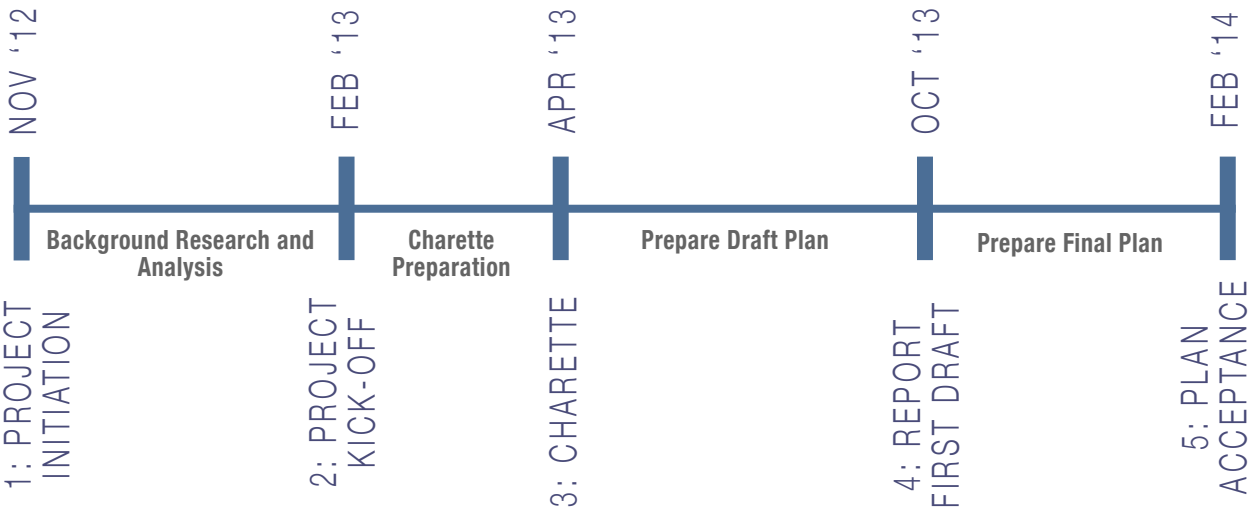
PROJECT TEAM

Winter & Company led this planning project, bringing extensive experience working in mountain towns throughout the United States to the assignment. The consultant team also included experts in transportation planning, civil engineering, landscape design, real estate economics, and public financing strategies and public-private partnerships. The chart below describes the roles of each team member.

Winter & Company **PROJECT LEAD**	• Project management • Urban design • Opportunity sites • Graphics/report production • Public workshops lead
A. Plescia Co. **REAL ESTATE ECONOMICS**	• Economic overview • Pro forma analysis of opportunity sites • Cost estimating of soft costs and potential revenue projects
Britina Design Group **LANDSCAPE ARCH.**	• Streetscape design • Streetscape cost estimating
Centro **FINANCING STRATEGIES**	• Financing structure strategies • Property owner team building • Operating costs and management projection
CFA Engineering **CIVIL ENGINEERING**	• Cost estimates for new Main Street • Assist with street sections
Fehr & Peers **TRAFFIC ENGINEERING**	• Traffic level of service projections • Traffic simulations • Coordination with Caltrans

THE PLANNING PROCESS

The planning process for the *Main Street Plan* spanned 12 months and included a significant amount of public outreach. Participants included town residents, stakeholders and policy makers. The ideas generated from initial workshops established the basis for the plan concepts. The consultant team offered expertise on individual topics and helped refine those ideas, which are now provided as the content of this Plan.



Working sessions with the DWG provided a consistent feedback loop for the Consultant Team.

Community members helped brainstorm ideas for Main Street's future.

Project Initiation

Step 1, Project Initiation, began in November 2012. Meetings with Town staff and the Downtown Working Group (DWG) provided the basis for the project, including background research and analysis. The consultant team learned about the extensive planning that had been done for Main Street previously so that the wheel was not reinvented, but instead used the previous plans as a stepping stone to build from. The Downtown Working Group is an advisory group made up of stakeholders and Planning and Economic Development Commissioners tasked with assisting staff with two major planning projects: The *Main Street Plan* and concurrent Commercial *Zoning Code Update*.

Project Kick-Off

Step 2, Project Kick-Off, took place on-site in February 2013. This included working sessions with staff and the DWG, as well as a community workshop to introduce the public to the project and provide information on the process.

Charette

Step 3 consisted of a week-long charette in April 2013. An initial community workshop allowed the team to gather input from the community on topics such as street design, land use, overall development opportunities and phasing. Workshop participants played "urban designers for a day" through an interactive activity where each group designed their ideal build-out scenario for a couple different sites throughout downtown. Throughout the week, the consultant team went on tours and met with stakeholders, Caltrans, interested citizens and the DWG to refine ideas developed at the initial community workshop. The entire week-long charette was conducted in an open house format, allowing residents to come and go and informally meet with the project team to voice their concerns and wishes. Another community workshop/presentation at the end of the week provided an update to the community on the progress made and explained the Plan's next steps.

Individual teams envisioned redevelopment and phasing scenarios along Main Street.

Community members engaged with one another to discuss ideas generated in the charette.

Plan Development

Following the charette, the consultant team refined concepts developed by the public, prepared funding and cost estimates, and produced the Draft Plan and subsequent drafts by incorporating comments from staff, the DWG and the public.

One team's vision involved redeveloping the outlet mall into a series of buildings that orient to Main Street with outdoor plazas and internal parking courts.

Another vision was to redevelop the Rite Aid site into a mixed-use block with a hotel, plaza and housing with a parking structure to accommodate parking for the area.

For Illustrative Purposes Only

This illustrative plan is not a formal proposal for development on specific sites and does not imply how individual property owners may make improvements. It is to be used as a tool to envision how redevelopment along the corridor *could* occur over time, based on the principles of this Plan.

A large-scale conceptual illustrative plan was generated as part of charette week. It demonstrates how development could happen over time, perhaps taking 20-30 years for a full build-out. It illustrates how many existing buildings (shown in white) could be incorporated into the plan and also shows how new infill (shown in brown) could develop following the principles set forth. This vision is conceptual and should not be taken lieterally, as many different circumstances will determine how the corridor actually redevelops. For a full fold-out of the concept plan, see Attachment F.

2 EXISTING CONDITIONS

Main Street currently lacks the feel of a traditional "main street" that the community envisions.

Currently Main Street lacks the feel of a traditional downtown "main street" that the community envisions. The street acts as a conduit, moving cars *through* the area, instead of acting as a "place" where people want to stop and explore. Frontage roads further blur the form of the street and separate storefronts from Main Street itself. Currently, the distance between buildings on either side of Main Street is more than 200 feet, making the corridor feel very wide and not pedestrian friendly.

It is possible for Main Street to become more walkable, but it will take time to do so. It will require smart public and private investment as well as leadership. Recent improvements, such as new gateway monument signs at the eastern edge of town and pedestrian and bike improvements along Old Mammoth Road, are examples of smart investments toward the vision. These examples should be used as momentum for Main Street improvements.

In this Chapter

A bike lane/shoulder exists on the west end of Main Street, but there is no sidewalk.

Frontage roads lack pedestrian infrastructure and visibility for cars turning off of Main Street is low.

Recent pedestrian and bike upgrades along Old Mammoth Road set a precedent for Main Street.

PHYSICAL CONDITIONS

The Street

Main Street through Mammoth Lakes is State Highway 203. The frontage roads frame the highway on either side of Main Street to access properties. These have two travel lanes and a diagonal on-street parking lane which lies adjacent to the highway. The frontage roads are owned and maintained by the Town, while the highway is maintained by Caltrans. The majority of the corridor, from the eastern entry of town to Minaret Road, has a 200-foot right-of-way (ROW), although it narrows in some locations to as little as 120 feet. The street itself includes four lanes of through traffic (two lanes in each direction) and a designated center left turn lane that ends west of Manzanita Road. A shoulder runs the entire length of the corridor on either side of the street adjacent to the curb and serves as a bike lane.

Sidewalks occur intermittently. In the area where the frontage roads exist, pedestrian movement is not defined, leaving pedestrians hidden from the view of cars turning off of Main Street. Some recent walkway improvements have been made on the south side of Main Street between Manzanita and Mountain Boulevard, as well as some pedestrian and bike paths on the north side in front of Motel 6 and the Forest Service site.

Old Mammoth Road also has experienced recent pedestrian improvements and upgrades, such as sidewalks, bike lanes, bus pull-outs and shelters, and improved intersections. The street itself has two travel lanes and a continuous left turn lane. It does not have on-street parking.

Other streets in the project area are smaller, two- lane sections and many accommodate on-street parking during summer months. Where sidewalks exist, they are usually attached to the curb, and lack a landscape buffer. Some streets have bike lanes while others do not. It is now a Town policy to include bike lanes on all new streets, and upgrades to existing streets are currently being implemented to provide them.

Parking

Parking on Main Street is typically provided on-site, per property and is primarily surface parking. Most parking is provided in front of buildings, making the distance to walk between buildings from the north side of Main Street to south, even further (more than 200 feet.) Where frontage roads are present, diagonal parking is located adjacent to the highway with a landscaped buffer, which forces people to cross the frontage road traffic to get to businesses. One Park and Ride facility is located at Old Mammoth Road and Tavern Road, but it is underutilized. Two lodging facilities on Main Street have underground parking.

Diagonal parking is located between Main Street and the frontage road.

Circulation Systems

Main Street properties are currently accessed by the frontage roads. The frontage roads consolidate auto access and minimize curb cuts, which is efficient for automobiles. However, when considering all modes of travel, they are inefficient. Pedestrians and bicyclists have to use auto travel lanes for circulation and once parked, people have to cross the travel lanes to get to the buildings. This mixture of parking, pedestrians, bikes and local travel lanes can be confusing and does not lend itself to a "main street" feel. A few streets, like Center Street, dead-end leaving autos with no choice but to turn around. Downtown could benefit from a finer grain network of travel for all modes.

Center Street dead-ends instead of connecting through to Manzanita Road.

Streetscapes and Landscapes

Recent investments in streetscape improvements include new gateway monument signs, trail signage, light poles and banners, and a new bus shelter. These demonstrate that the Town is committed to improving the pedestrian experience and working toward developing a unique identity for Mammoth Lakes. However, currently there is no continuity in the streetscape design and streetscape improvements are not strategically located or comprehensive. There is relatively little landscaping along the corridor. A landscaped buffer of grass does exist along Main Street between the frontage roads, but it is not designed to be effective for creating a sense of place with pedestrian amenities and defined landscaping.

The new bus stop at the park 'n ride on Old Mammoth Road is a great model for improving streetscapes in Mammoth Lakes.

In the winter, landscape buffers are used to store snow, which creates a physical barrier and blocks visibility to businesses.

Development Patterns

Individual properties are primarily single-use, free standing (or strip commercial), suburban-type developments. Structures are set back from the street with parking in front. The overall intensity of development is low, although some of the residential and lodging developments are 3 to 4 stories in height.

Open Space

Open space that serves as an amenity to the public is scarce along Main Street, and throughout downtown. Small, linear, park-like environments exist on the north side of Main Street in front of Motel 6, the Fire Station, and U.S. Forest Service property in the form of pedestrian and bike paths, but they do not convey a sense of community gathering places. A farmer's market occurs in the summer months in the parking lot of the outlet mall, which is a make-shift community gathering space. Other than these features, no real park or plaza exists in the downtown for the public to enjoy.

Development patterns are mostly single-use, free standing buildings with parking in front.

In the summer, a festival atmosphere and farmer's market activates the parking lot west of the Luxury Outlet Mall.

ORGANIZATIONAL STRUCTURE & MANAGEMENT

Snow Management

Mammoth's Main Street currently lacks a comprehensive snow management strategy. Snow management is currently performed in a number of ways through different entities. Caltrans, who owns and operates Highway 203, clears snow from the highway and "blows" it onto the landscape buffer. The Town, who owns the frontage roads, similarly clears snow from the frontage roads and also piles it into the landscape buffer, creating a substantial snow berm that blocks the visibility of businesses. To help solve the visibility problem, some business owners along Main Street pay a third party to remove some of the snow berm in front of their business, but this practice is not coordinated among business owners.

Additionally, current on-site snow storage requirements, because there isn't a district to remove it, is also a deterrent for redeveloping a site with more intensity, as so much land area is required to store snow on-site.

A management or maintenance district, such as those that have been implemented on Old Mammoth Road and in the North Village, may provide an opportunity to pool resources and provide better snow management for a lesser cost (see Chapter 7.)

Streetscape Management

The only streetscape management that takes place currently is for the grassy buffer areas on either side of Main Street in the downtown core. These grassy areas incur significant costs to the Town due to ongoing maintenance for thatching and irrigation systems as well as extensive water use. These costs are especially concerning since the landscape buffers are not used by the public (i.e. there is no sidewalk or other pedestrian amenities.)

Snow piles become black from passing cars and create an aesthetic problem for the Town.

Snow often blocks existing pathways that could otherwise be used on pleasant winter days.

Snow piles create "walls" in the winter and block visibility to Main Street businesses.

Snow "walls" give pedestrians even less space to walk.

The Zoning Code Update will implement the 2007 General Plan while also restructuring and modernizing the Town's zoning regulations. The Main Street Plan will inform the Zoning Code Update to ensure that regulations promote plan objectives for a more active and pedestrian-oriented Main Street.

Updated zoning regulations will promote pedestrian-oriented development along Main Street.

REGULATIONS

The Town's zoning regulations shape development on private properties throughout the corridor, providing a key tool for implementation of the community's vision for Main Street. Zoning regulations address a range of development considerations from permitted uses (residential, hotel, commercial, etc.) to maximum building height and minimum parking.

The Town of Mammoth Lakes is currently updating its zoning regulations (set for adoption in March 2014) to encourage development that promotes the community vision. Along Main Street, the updated regulations will:

- Promote pedestrian-oriented development
- Support economic growth and sustainability
- Increase activity and animation
- Maintain views and minimize shading
- Reduce the role of cars

Key zoning updates that support the Main Street Plan concepts are summarized below.

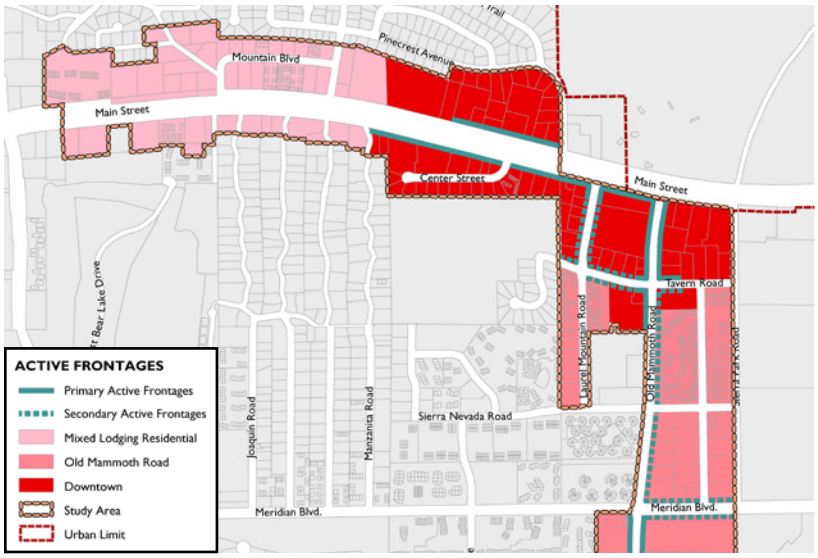
Permitted Land Uses

Land use regulations address the types of activities (such as restaurants, residential apartments, hotels, etc,) that may occur on properties in certain zones. The updated zoning code presents allowed land uses in a table to provide a quick summary of development possibilities in a given zone district. Use tables specify the level of review required, list any limitations on permitted uses, and provide cross-references to other sections of the code where additional regulations apply.

Designated Active Frontages

The updated code designates streets as Active Frontages in portions of the Main Street corridor that are intended to be especially active and pedestrian-oriented. Such streets are subject to additional standards that promote active ground floor land uses and require buildings to be located near the sidewalk edge to encourage pedestrian activity and support an active and inviting environment.

Updated use regulations relate to the Designated Active Frontages by encouraging active uses, such as restaurants and retail stores, in ground floor locations.



Designated active frontages are required on parts of the corridor from Old Mammoth Road to Manzanita Road.

Building placement standards encourage pedestrian activity.

Active ground floors are required in certain downtown locations.

Maximum Density and Intensity

Density and intensity standards address the number of residential/ hotel units and overall size of non-residential development that may occur on a property. The updated code does not change the maximum density of residential units that could occur along Main Street. However, it includes a floor area ratio (FAR) standard. FAR standards address overall building size rather than the number of individual units and allow for more flexibility as market conditions and demand change over time.

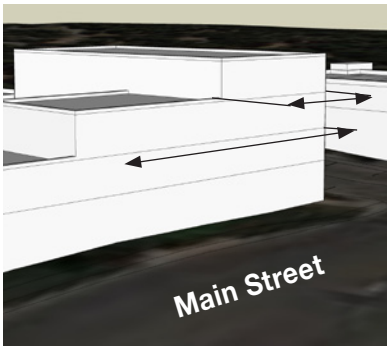
Zoning Districts:

The Zoning Code Update includes revisions to the existing commercial zoning districts, Commercial General and Commercial Lodging, to create revised and renamed districts for the Main Street and Old Mammmoth Road corridors (refer to map to the left):

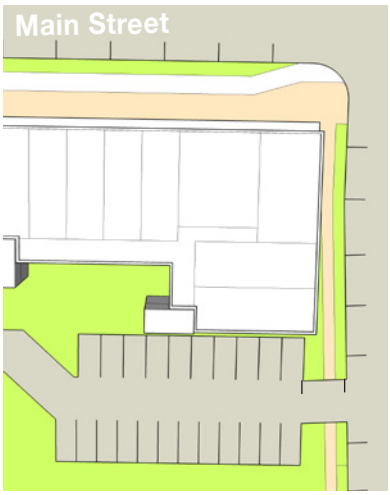
Downtown. This will replace a portion of the Commercial General zoning district in the central section of Main Street near its intersection with Old Mammoth Road.

Mixed Lodging Residential. This will replace the commercial lodging district on the west end of Main Street between the north villlage ad Downtown.

Old Mammoth Road District.
This will replace the commercial zoning district along Old Mammoth Road, from Tavern Road to just south of Chateau Road.



The updated code limits the width of taller building elements along the street frontage to preserve views and reduce shading.



The updated code encourages parking areas located to the side or rear of buildings.

Transparency standards require windows, doors and display areas.

Building Location Standards

Building placement standards regulate the location of development on individual parcels including its relationship to streets and adjacent properties. The updated code provides new and revised building location standards to encourage a more pedestrian-oriented environment along Main Street. The update removes standards that require buildings to have a minimum setback from Main Street.

Maximum Building Height

Height standards limit overall development height, as well as the height of specific building elements. The updated code provides maximum building heights that vary by district, and includes a maximum streetwall height standard to encourage compatible and human-scaled building heights adjacent to the street and sidewalk.

Parking and Loading Standards

Parking and loading standards regulate the minimum and maximum amount of on-site parking, as well as location and access. The updated code introduces a minimum setback for parking to reduce the visual impact of parked cars and discourage parking lots located between buildings and the street. The code update also encourages shared parking areas and off-street connections between parking areas to reduce pedestrian impacts.

Transparency Standards

Transparency standards require windows, doors, display areas, or other transparent features on street-facing building façades. The updated code introduces minimum transparency standards to discourage new development with large areas of blank wall and to promote an pleasant and safe pedestrian-oriented environment.

Façade Articulation/Modulation Standards

Building articulation and modulation standards break long, tall building façades by requiring wall offsets or other design features. The updated code introduces modulation standards to reduce the visual impact of larger building masses and encourage visual interest.

Top floor step backs are required in certain locations so that the building appears smaller at the pedestrian level.

Facade articulation standards limit long, tall building facades.

Open Space Standards

Open space standards specify the amount and design of required open space. The updated code stipulates that large new developments provide public open space to support a welcoming, usable, and vibrant area for customers, visitors and residents.

Outdoor cafe seating is a form of open space that is welcoming, usable and provides a vibrant atmosphere that supports adjacent land uses.

Open space standards require welcoming outdoor spaces for everyone to enjoy.

National Competition:

With 1.4 to 1.5 million skier visits per year, Mammoth Lakes is comparable to some of the top resorts in North America, including:

- Vail, CO (1.6M),
- Park City, UT (1.6M)
- Breckenridge, CO (1.6M)
- Aspen, CO (1.3M)
- Steamboat, CO (1.0M).

Visitation Rates:

According to visitmammoth.com, it is estimated that the Town receives 1.3 million visitors in the winter and 1.5 million visitors in the summer. Average visitors stay 5 nights in summer and 4 nights in the winter.

ECONOMICS

Existing Market Conditions

Mammoth is one of the top ski resorts in North America in terms of skier visits with approximately 1.4 to 1.5 million annual skier visits. It is the largest single ski resort in California, exceeding Heavenly, Northstar, Squaw Valley, and Kirkwood individually in skier visits, although collectively the Tahoe region attracts more skiers than Mammoth Lakes. While Mammoth Lakes is often thought of as a "ski town," the summer months also generate substantial visitation due to Mammoth's wide variety of outdoor activities and its natural, mountain setting, and famous wildflowers. It's proximity to Yosemite National Park also contributes to Mammoth's summer visitation. While Mammoth Lakes' tourism visits are strong, retail revenues and lodging occupancies are comparatively low.

Since Mammoth Lakes is a resort community, demand for new development is almost entirely derived from its visitor–based industries, e.g. recreational activities and supporting hospitality, lodging and second-home units, and visitor serving commercial businesses. In addition, the demand for new development is influenced by cyclical regional and national economic conditions and natural conditions (i.e. ski resort visits typically vary directly with the timing, amount, and quality of snowfall that occurs during a given season).

The Town of Mammoth Lakes draws its economic vitality nearly entirely from visitors to its recreational assets and facilities. These visitors support the local economy and create the "economic base" through their expenditures on lodging, retail goods and services, and recreational services. The visitor base is comprised of:

- Second home owners
- Southern California-based visitors
- Nationally- and internationally-based destination visitors

LODGING

Approximately 1,181 economy and limited service hotel and motel rooms exist today. Full-service 4 and 5-star hotels in the Town are lacking and many existing accommodations are reaching the end of their useful life.

RESIDENTIAL

The permanent population of Mammoth Lakes is 8,234 in approximately 2,700 households (out of 8,968 total) indicating that 30% of the Town's housing stock is occupied by permanent residents. Approximately 40% of the housing stock is estimated to be used as second homes, and approximately 30% as transient overnight accommodations.

Single-Family Residential

Overall, the median selling price of a detached single-family dwelling in 2012 declined approximately 36% since the peak market prices from 2005 to 2008. Trends starting in 2012 are indicating the first increase in sales price since median price declines started in 2007, with a 9.82% increase in 2012 from 2011.

Condominium Market

Overall, median prices decreased approximately 57% between 2006 and 2011, with the 2011 median pricing being comparable to the selling prices last seen in 2002. There appear to be signs of stabilization beginning in 2012 with an increase in median prices (1.0%).

Some newer single family residential uses exist along the corridor, such as these townhomes along West Main Street.

Occupancy Rates:

The Town's average lodging occupancy rate fluctuated from approximately **35% to 40%** between 2001 and 2006. Beginning in 2007, the lodging occupancy rate declined to between **30% and 35%**, reflecting a slowing regional, state and national economy. The average lodging occupancy rate for the past ten years is approximately **36%** for all properties. In comparison, resorts such as Vail and Tahoe hold steady with 50%+ occupancy rates.

Lodging in Mammoth Lakes is a mixture of economy and limited service properties.

Inventory Breakdown:

- Convenience goods (incl. 60K SF Von's) - 116,000 SF
- Liquor - 8,000 SF
- Health/Personal Care (incl. Rite Aid) - 33,000 SF
- Clothing/Sporting Goods - 206,000 SF
- Eating/Drinking - 235,000 SF

The Gateway Center, located at the center of Downtown, has a stable vacancy rate. However, this site is consistently seen as an "opportunity site."

The Luxury Outlet Mall is successful, with a consistent 10% vacancy rate.

COMMERCIAL RETAIL

Inventory

The performance of Mammoth Lakes' retail and restaurant businesses are a function of several factors, including:

- The annual occupancy of the transient bed base;
- Visitors to recreation opportunities;
- The extent and quality of the retail offerings;
- The degree to which resident purchases are captured in the community; and
- The average expenditure levels of overnight guests.

The Mammoth Lakes commercial real estate market is basically divided into three distinct districts:

- **The Old Mammoth Road District** - which is represented primarily by commercial real estate along the east and west sides of Old Mammoth Road.
- **The Main Street District** -consisting of property on the north and south sides of Main Street, and secondary arterial streets.
- **The North Village** - comprised of all property within the North Village Specific Plan, with the core at the Village at Mammoth.

The Main Street District apears to have been the least economically impacted area of Town during the national recession. Perhaps the greatest reasons for this are the location and that many of the businesses are long-time owner-operators in freestanding buildings. For example:

- The **Gateway Center**, located on the two primary corridors of Mammoth Lakes (Main Street and Old Mammoth Road) has approximately 10% vacancy and is anchored with a Rite Aid and a Do-It-Center.
- The **Luxury Outlet Mall** has historically been a very successful center, attributable to its very visible location in the center of Main Street. This center is anchored by three national outlet chains: Ralph Lauren, Polo and Coach. Vacancy rates for this center have historically remained consistent; about 10%.

Retail Sales

As with the national economic downturn, retail sales activity in Mammoth Lakes has declined dramatically in recent years. In 2010, the Town had $136.5 million in retail sales. Between 2005 and 2010 the Town's retail sales declined by 7.1 percent. Large declines in sales occurred from 2006 to 2007, with a 6.1 percent drop in sales, and from 2008 to 2009 when sales declined by nearly 16 percent coinciding with the State and national recession. The retail trade is sensitive to the same external variables as the other tourist-related business e.g. snowfall, the state of the general economy, etc.

Sales Tax

Annual sales tax revenues peaked in fiscal year 2006-2007. Since then the tax collected from retail sales in Mammoth Lakes has declined by 38% through 2010, with slight increases in fiscal year 2010/11 and 2011/12.

Previous Findings

The Mammoth Lakes *Economic Forecast and Revitalization Strategies Report* (October 2011) includes findings and recommendations related to the short and long-term economic challenges in Mammoth Lakes which are still very valid. Some key points include:

- Mammoth Lakes benefits from its diverse and **high quality recreational opportunities** and its proximity to a very large base of visitors from Southern California. The scale and diversity of the visitor demand derived from markets served by Mammoth Lakes provide opportunities for revitalization and growth of the resort community consistent with the Town of Mammoth Lakes General Plan.
- Visitor demand will only be sustained and increased through a process of **continual reinvestment and improvement** that responds to competitive conditions, particularly for the destination visitor which is the Town's greatest opportunity to expand beyond the traditional Southern California based visitor market.

Retail sales and sales tax have declined since 2006, but small increases have occured the past two fiscal years, indicating Mammoth Lakes is climbing out of the recession with the rest of the country.

Continual reinvestment and improvement will demonstrate that Mammoth Lakes is determined to expand its visitor base.

Shifting the quality of the environment to more of a destination will improve the competitiveness of Mammoth Lakes.

Mammoth Lakes could benefit from providing a wider range of non-skiing/boarding activities and attractions.

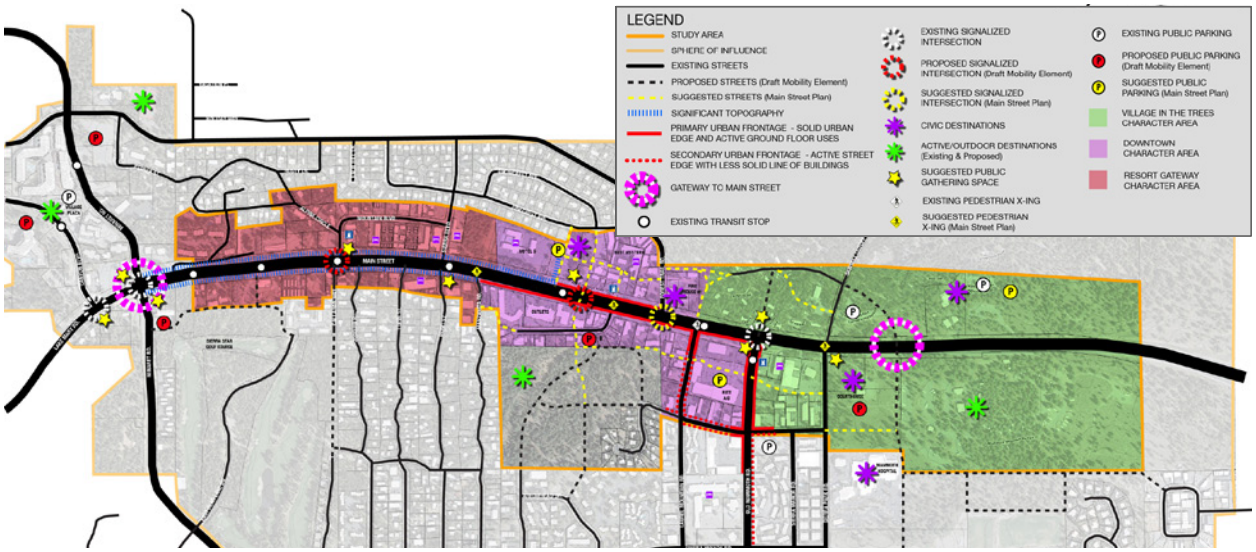
- **Attracting more destination visitors** by creating competitive and high quality commercial space means greater economic and fiscal performance with proportionately less development. In addition to better serving visitors, such new commercial space can expand retail and service opportunities for residents as well, reducing the existing "leakage" of sales to other places.
- In order to achieve the revitalization and development of Mammoth Lakes envisioned in the General Plan and District Plans it will be necessary to create **more "all-season" facilities and attractions**, incentivize private investment in resort development, and to increase attractiveness to national and internationally-based destination visitors. Competing for a larger market share of the desired groups will require, in addition to sustaining and improving outdoor recreation facilities, a long term and aggressive focus on improving Mammoth's built environment and the range of non-skiing/boarding, non-outdoor recreation activities and attractions.

Summary

In summary, the Town of Mammoth Lakes has the opportunity, given long-term market demand and recreational assets and capacity, to achieve the vision set forth in its General Plan. However, in order to achieve that vision, there will need to be a concerted effort by the Town to assure that regulatory or financial barriers to the desired development are overcome by a focused combination of regulatory reforms (e.g. Zoning Code Update, Main Street Plan,) financial incentives, and improved economic and real estate market conditions.

A multi-faceted approach is required, which combines land/development planning; marketing; investing in place-making, amenities, and activities; and maintaining good relationships and partnerships with business and economic development groups. There should be a commitment to improving the built environment, expanding non-skiing visitor options, and improving the development climate.

3 FRAMEWORK CONCEPT



The Framework Map shows defined character areas, mobility enhancement recommendations, defined gateways, parks and open space, civic destinations, and improved parking concepts.

The Framework Concept for the *Main Street Plan* builds upon broad concepts from the DCMS Plan and is consistent with the *Zoning Code Update* standards described in Chapter 2. Major concepts include:

- A multi-modal Main Street that is easily phased
- A positive and memorable image through improved gateways, streetscapes and landscapes
- Improved connectivity throughout Downtown
- A mixed-use Downtown with defined character areas
- New parks and open space
- Celebrated civic destinations
- Improved parking concepts

Different aspects of the Framework Concept are described in more detail on the following pages and often include information regarding specific refinements to the DCMS Plan to better implement the goals and objectives for Main Street.

In this Chapter

Note: an expanded version of the Framework Concept map is available in Attachment F.

New pedestrian and bike facilities will link into the existing network.

Mixed use paths provide space for bicyclists and pedestrians.

The Town's adopted signage designs will be used throughout Main Street.

IMPROVED STREET DESIGN

The proposed Main Street cross-section supports all modes of transportation - autos, pedestrians, bicyclists, and transit - it is a "complete street." The street design is also phased, allowing improvements to be made over time. It establishes a positive image for the Town by establishing a more formal street with prominent gateways and new landscaping. It also provides for coordinated snow plowing, temporary storage and final removal so that Main Street will maintain a positive image year-round.

A Phased Complete Street

Currently Main Street lacks continuous pedestrian and bike facilities. This Plan seeks to address this problem with low-cost and phaseable solutions. A combination of sidewalks, protected bike lanes, and multi-use paths will be present throughout the entire corridor from Thompsons Way to Minaret Road. Bus stops are integrated into the street with improved access and design. The street includes on-street parking and a landscaped median in the downtown core.

A Positive Image

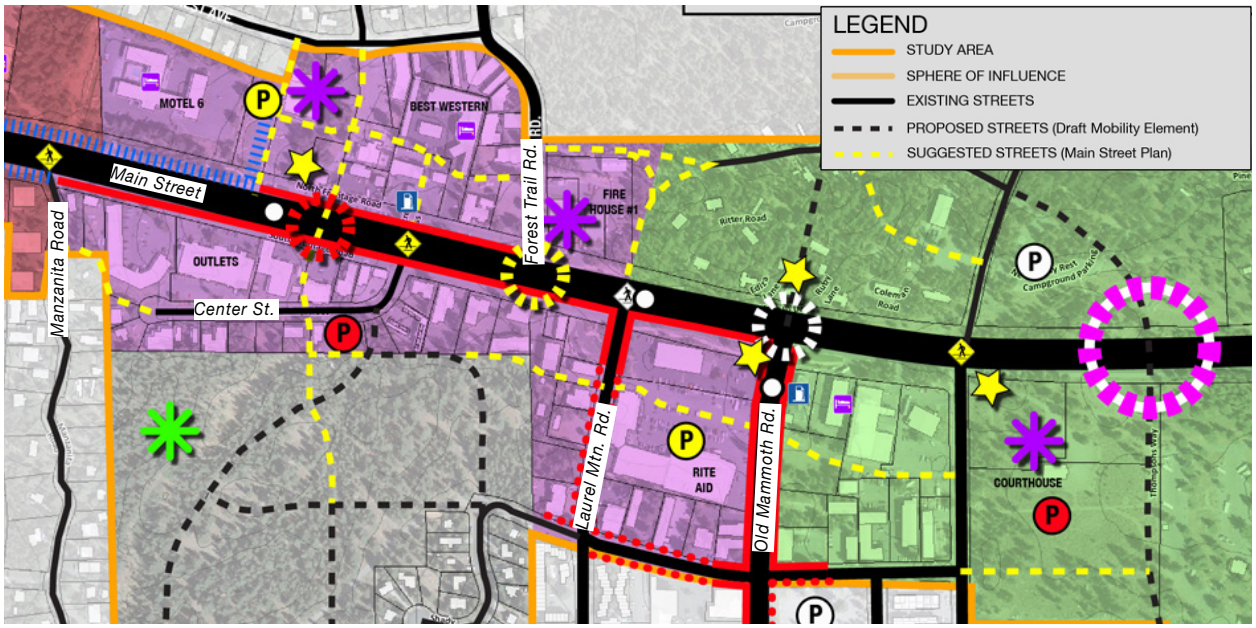
Providing a memorable, positive image of Downtown is a fundamental concept. This will be established through the complete street elements, as described above, as well as improved gateways, new streetscape elements, wayfinding, and landscaping. Streetscape elements for Main Street include clusters of benches, lighting, planters, bike racks, trash receptacles, and public art. The design of these elements build on the palette already established in the *Signage Design and Master Plan*. New signage and wayfinding will also follow the approved signage plan. New landscaping will align with the rugged, mountainous character by using indigenous, low-maintenance plants. Providing a coordinated streetscape palette throughout the corridor will give a sense of identity to Mammoth Lakes year-round as well as day and night. Streetscapes have been designed with phasing and associated costs in mind. Some elements could be implemented now, while others could be delayed until funding is secured.

Snow Management

One very major, and valid, concern of citizens and property owners is the piles of snow that accumulate during winter months. The new street design plans for temporary snow berms in on-street parking lanes with a plan to establish a maintenance district to remove the snow and haul it off-site, much like occurs on Old Mammoth Road and in the North Village. Doing so will improve visibility to businesses.

IMPROVED CONNECTIVITY

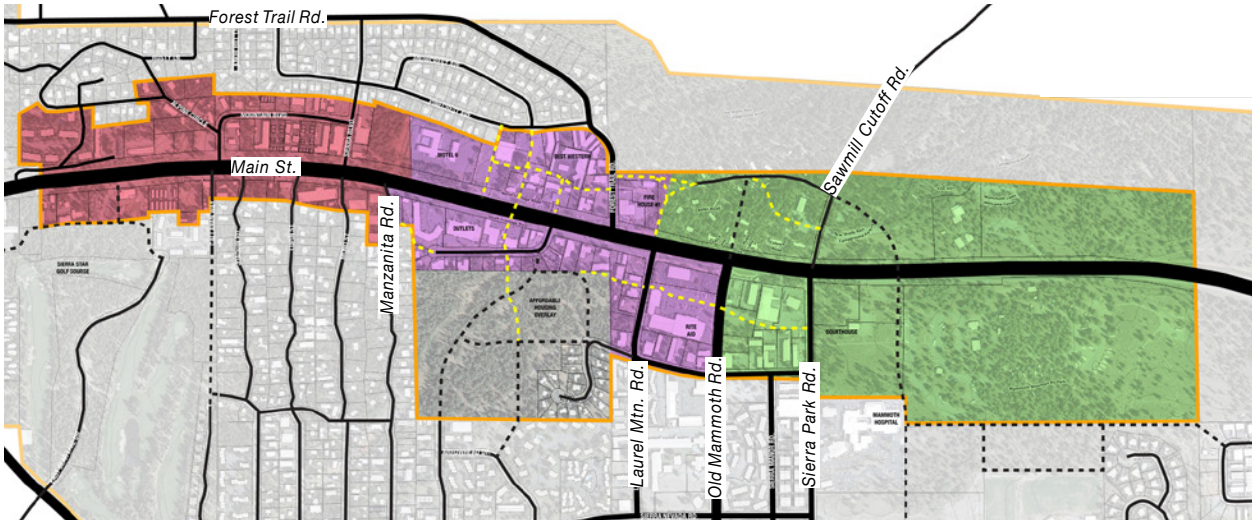
Currently, there is limited access *to* Main Street from the north and south, especially between Laurel Mountain Road and Manzanita Road. In order to promote walkability in downtown, a finer-grain network of streets and street-like private drives is preferred. The DCMS Plan recommended some new streets to improve connectivity (shown in dashed black lines in the Framework Map.) More opportunities for connections are shown in yellow dashed lines in the Framework Map. These are preliminary concepts and would need to be refined with further study. For example, some new streets are shown on private property. While improved connectivity is desired, exact locations of streets and street-like private drives would need to be studied further. Improved access management features along Main Street, such as appropriately spaced controlled intersections and restricted left-turns out of driveways, in addition to landscaped medians will better define auto movement. Pedestrian circulation will also be improved by implementing access management features (i.e. signalized crossings) and crosswalks will be consolidated and spaced conveniently for the pedestrian.



Preliminary concepts for suggested new streets and street-like private drives are shown in black and yellow dashed lines and offer solutions for improving connectivity downtown, both for pedestrians and autos.

CHARACTER AREAS

The corridor is organized as a set of character areas to distinguish its neighborhoods. The character areas generally correspond to and reflect the land uses and development standards for each zoning district, as is described in Chapter 2. Development opportunities within each character area are discussed in Chapter 6.



Resort Gateway Character Area

The Resort Gateway character area is the eastern entry into town and should define the concept of a "village in the trees" for which Mammoth Lakes is known. Although largely undeveloped at the moment, it could accommodate a mixture of uses, including: parking facilities, open space and recreation, a civic/government campus, and new commercial and residential. New development should fit within the forest-like setting. New buildings should appear smaller in scale than in the Downtown Character Area, but they should still orient to Main Street where feasible. Various pockets of open space should be maintained to celebrate the natural beauty. It should be noted that development in this area will likely take more time. Discussions with the Forest Service, and planning for their site north of Main Street between Laurel Mountain Road and Sawmill Cutoff, should be ongoing to support their needs as well as the vision for an improved downtown.

The Resort Gateway character area should include small-scale buildings in a natural setting.

Downtown Character Area

The Downtown character area, indicated in purple on the Character Area Map, is where the majority of intense uses and activities will occur in the corridor. New buildings of two to five stories will orient to the street, helping to enclose the street and enhance the pedestrian experience. The public realm will be alive with people, bicyclists, shoppers and diners. New streetscaping will add to the ambiance and brand for this part of downtown. The street along this portion of the corridor will be unique in that it will include a landscaped median and on-street parking, while other portions of the corridor will not. This character area corresponds to the Downtown (D) zoning district in the updated Zoning Code.

The Downtown character area includes buildings of two to five stories that orient to the street with varied massing.

West Main Street Character Area

The West Main Street character area currently includes mostly residential and lodging facilities, and new uses should follow this pattern. Steep topography, forested areas and distinct architecture styles establish a character that is different from the rest of the corridor. Existing properties should be encouraged to invest in their buildings with improved facades and entries. New buildings should evoke a sense of "mountain resort" architecture, with pitched roofs and high quality stone, metal, and wood. This character area corresponds with the Mixed Lodging-Residential (MLR) zoning district in the updated Zoning Code.

Downtown character area sidewalks should be alive with people, bicyclists, shoppers and diners.

West Main Street character area should include mainly lodging and residential uses and evoke a sense of "mountain resort" architecture.

LAND USE AND BUILDING FORM

Land Use

Land uses in the study area will vary depending on the location, character area, zoning allowances, and what the future market demands. A mixture of ground-floor shops, restaurants, and service retail uses are encouraged in the Downtown character area, with residential, lodging and office uses above. West of Manzanita Road, in the West Main Street character area, many properties will continue to be residential and lodging, with some retail shops and restaurants. The Resort Gateway character area will continue to be a forested area with some new development on the Forest Service site and potential new civic center adjacent to the courthouse. Some regional recreation facilities and shared parking facilities may locate in this area as well.

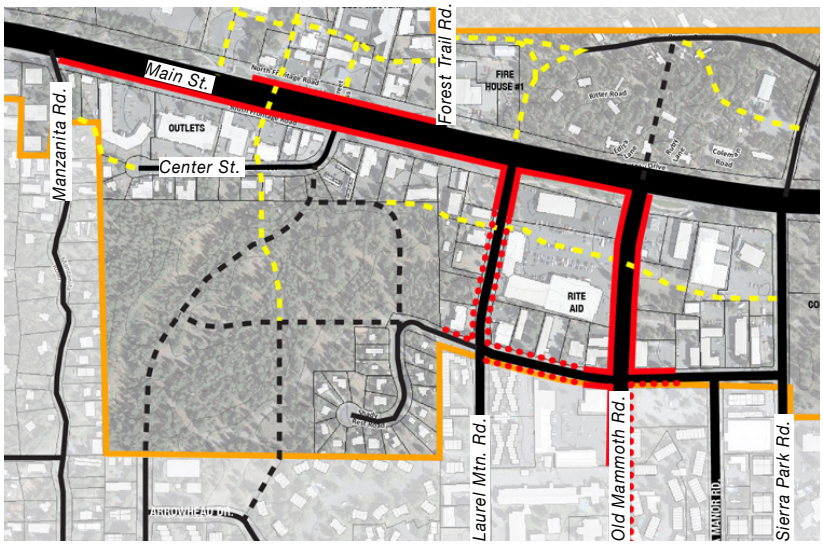
Building Form

In terms of building form, the Downtown character area along Main Street encourages a rather solid line of buildings coming up to the street edge, with designated urban frontages and minimum building face heights, as defined in the Zoning Code Update. Designated frontages, as shown in the diagram below, are in the form of primary (at least 60% built to the property line) and secondary (at least 40% built to property line).

Urban Frontages

Primary Frontage new buildings will be built at the new property line (at back of sidewalk) for a minimum of 60% of the facade.

Secondary Frontage new buildings will be built at the new property line for at least 40% of the facade.



Suggested Primary and Secondary Urban Frontage Areas

In the West Main Street character area, steep topography is a constraint. The frontage along Main Street in this location would essentially remain the same as today, although façade improvements and building upgrades are encouraged. However, the Zoning Code Update does not preclude new buildings from locating closer to the street, and this Plan supports doing so. Strategies for building typologies with topography constraints are highlighted in the box to the right.

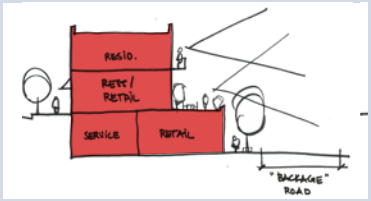
Maximum building heights from Sierra Park Road to Manzanita Road (Downtown Zone) will be 55 feet, or 5 stories. The Old Mammoth Road Zone will be 45 feet, or 4 stories and Mixed Lodging Residential Zone will be a maximum of 45 feet, or 4 stories on lots less than 10% slope and 55 feet, or 5 stories on lots more than 10% slope. While these are the maximums defined in the code, actual building massing is encouraged to be varied and stepbacks at upper levels are encouraged. This helps to provide for visual interest through building articulation.

Refer to the Zoning Code Update for more information on building requirements. Chapter 2 also includes an overview of regulation changes.

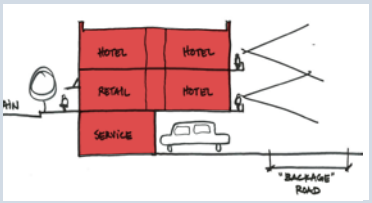
Building on Sloped Hillsides

Buildings along the south side of Main Street in the West Main Street character area have the opportunity to move closer to the street, much like the proposal for downtown Main Street. This would activate the street and increase visibility for businesses.

Building typologies along this section could have a 2nd floor, street-level entrance. Auto access would be consolidated to serve multiple properties and parking would be provided at the “ground level”, behind the buildings or integrated into the building with “tuck-under” parking.



Double-lined building with active uses along Main St. and the Backage Road

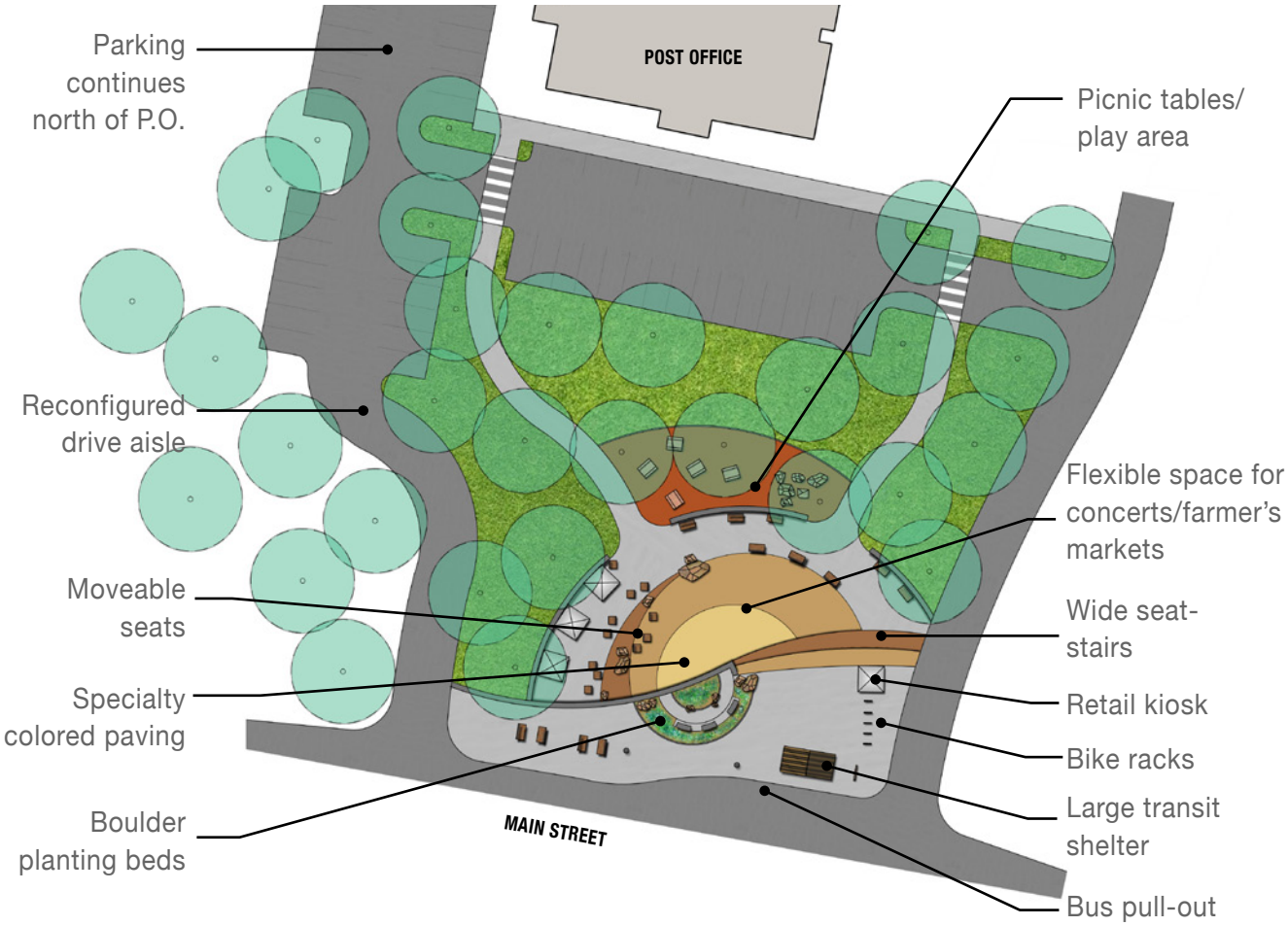


Active uses along Main St. with “tuck under” parking along Backage Road.

PARKS AND OPEN SPACE

Public gathering spaces are suggested throughout the corridor (yellow stars on the Framework Map). Some could be large, publicly-maintained, civic parks and plazas while others could be smaller, privately-owned and maintained outdoor spaces such as courtyards, plazas and outdoor cafe seating areas. One prominent public gathering space is suggested to enliven the corridor and add to the unique identity for downtown. This new civic space would serve multiple uses, including concerts, farmer's markets, and special events while also serving as an informal "rendezvous" point. It should include activities for children and adults alike, such as a playground and workout equipment. Designing with flexibility and allowing a variety of events to take place in this space will make it more occupied among residents and visitors.

A park with a plaza is envisioned to be located in front of the Post Office along Main Street, as it is already a popular destination for residents. This type and scale of park would need to be maintained by the Town. Parking for the Post Office is reconfigured and consolidated to provide room for the park. A bus stop that currently exists west of the Post Office would be relocated to be a part of the public space.

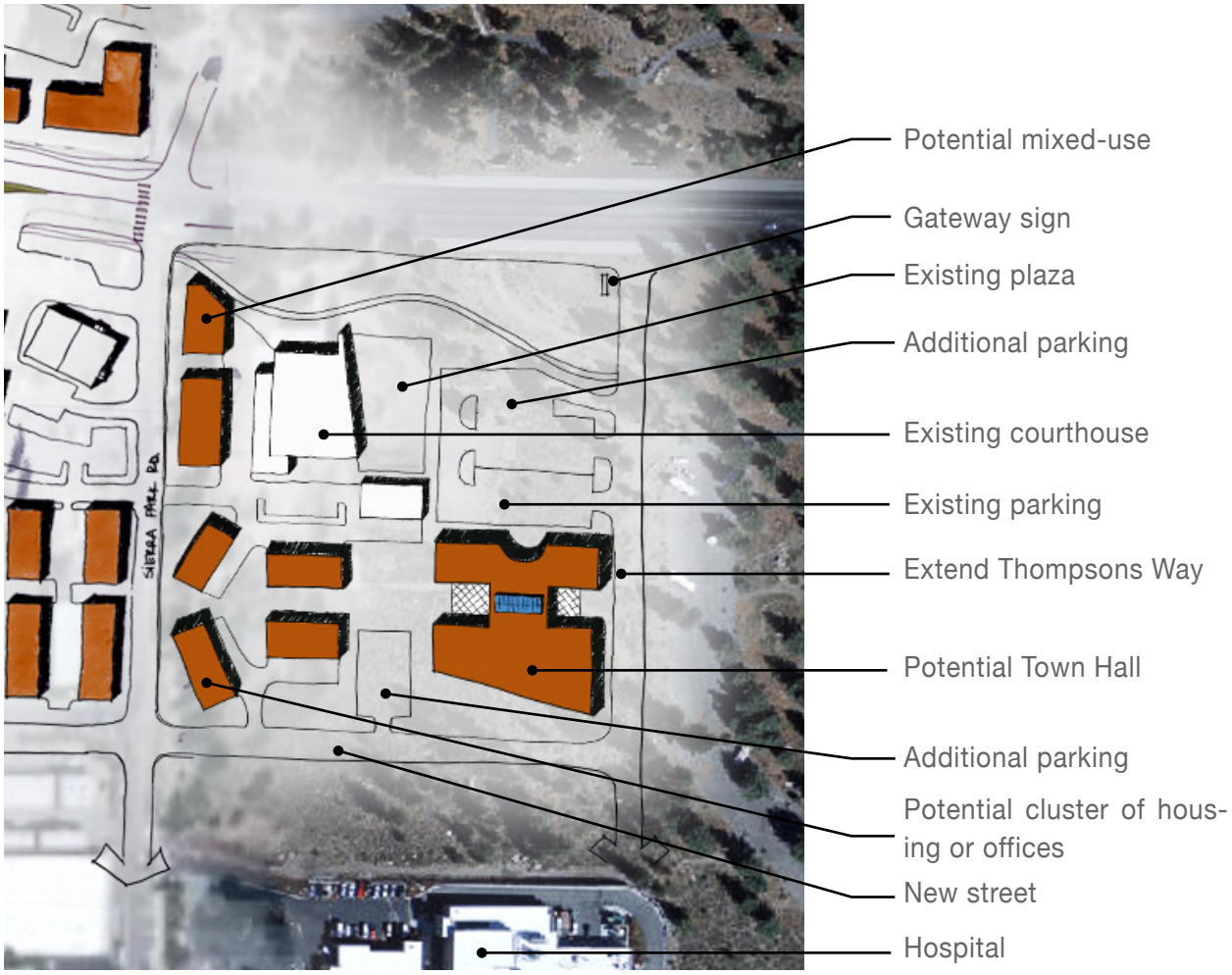


A new civic plaza in a park is envisioned along Main Street in front of the Post Office.

CIVIC DESTINATIONS

The DCMS suggested relocating Town and County offices into downtown. One recommendation was to place it at the Forest Service site. However, with the new state courthouse at Sierra Park Road and Main Street now completed, a new opportunity exists to explore the potential for creating a civic campus in this location. The concept shown below includes clustered buildings that address the street while retaining existing trees. It also shows opportunities to provide pedestrian and auto connections to abutting streets. The main objective is to create a civic presence with prominent buildings at the "gateway to town." It should maintain the character area features of the Resort Gateway Area, as described previously.

Other civic and institutional uses downtown include the Fire Station and Post Office. These two iconic facilities should be celebrated and honored as well.



A new civic campus is envisioned around the new state courthouse.

Encouraging Transit Use

Enacting stronger incentives for residents and visitors to utilize the free bus and shuttle services in town will reduce the need for additional parking. This is a practical approach to alleviating congestion and parking problems that is commonly overlooked.

The Town should continue working with the transit agency (ESTA) to provide more efficient service and support it with state-of-the-art programs such as phone applications where people can interact with the system and know the bus routes and time tables.

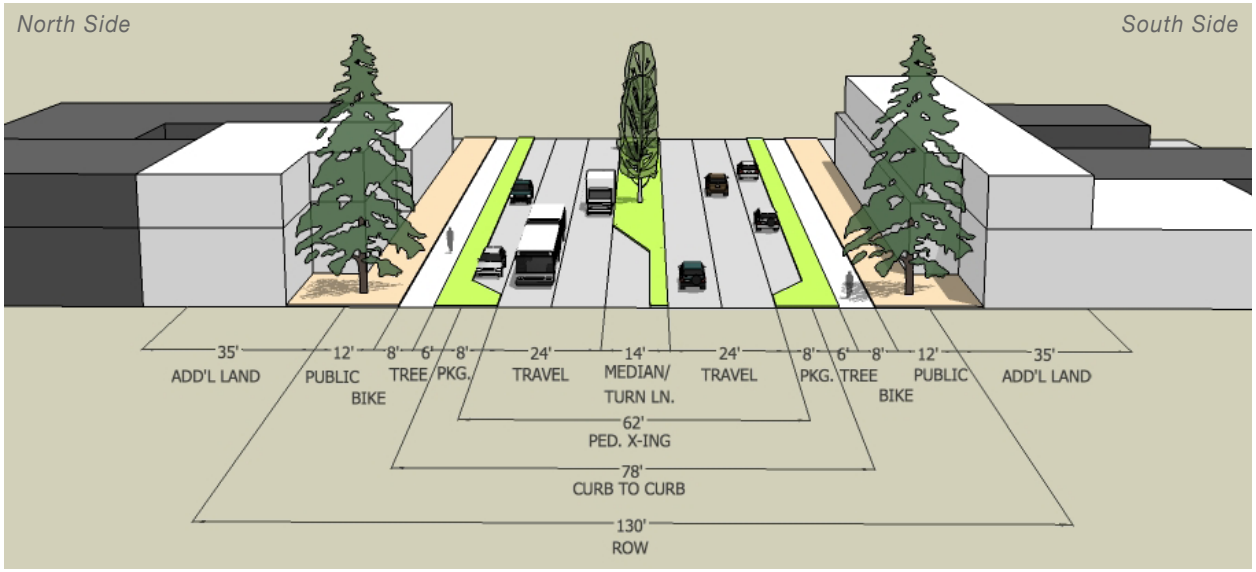
Another recommendation, also discussed later in this Plan, is to provide shelters, with small public plazas. These should include bike parking, ski lockers, benches, lighting and signage that would encourage transit use, and reduce the need for parking (see conceptual sketch on page 49).

PARKING

As more development occurs, additional parking will be needed. Often, the amount of on-site parking required can deter development because of the high costs to build it. The Town has implemented new parking reduction strategies such as reduced ratios and the possibility of allowing in-lieu fees to support parking spaces off-site. The new standards are included in the Zoning Code Update. The latter option, or "parking district" approach, requires the Town (or a special district) to develop or partner to develop public parking lots or structures that could potentially serve multiple businesses and blocks within downtown. This concept was supported by the public. Feasibility studies to explore a parking district should begin as soon as possible to support the recommendations of this Plan.

Another recommendation for lessening the burden that parking requirements have on developers is to allow on-street parking to count toward on-site requirements, especially along Main Street. This will also encourage people to take advantage of the on-street parking spaces, which would buffer pedestrians and bicyclists from street traffic. Chapter 8 looks at strategic parking options in more detail.

4 MAIN STREET DESIGN



The suggested Main Street design includes a landscaped median with turn lanes, travel lanes, on-street parking, and a detached cycle track and sidewalk adjacent to building frontages.

An updated street design should help promote the community's vision for a vibrant downtown centered along Main Street. This Plan establishes a configuration that better promotes pedestrian and bicycle activity, allows for increased density, and helps create a strong sense of place.

This chapter describes a long-term strategy for transforming Main Street. It focuses on changes to the street configuration itself, as well as new landscaped medians, sidewalks, and bike facilities. Along some sections of Main Street, the design anticipates the incremental removal of the frontage roads which would allow new development to locate closer to the street edge. Parking areas would then relocate to the side and rear of buildings.

In this Chapter

Streetscape Elements

Installing high-quality street furnishings, lighting, plantings and signage is important to the success of a new Main Street. The streetscape strategy is summarized in Chapter 5.

Snow Management

Managing snow by quickly removing it from the street is an essential requirement for reconfiguring Main Street. During the winter months, on-street parking spaces will serve as temporary storage areas for snow that is plowed from travel lanes by Caltrans' snow maintenance vehicles. The Town or a management district would then remove the snow to clear the parking lanes and maintain visibility to businesses. The Town (or district) would also remove snow from the new sidewalk and cycle track areas.

STREET DESIGN ALTERNATIVES

The Main Street Plan planning process evaluated several alternative street configurations. These inlcuded the specific "preferred alternative," as recommended in the Downtown Concept for Main Street (DCMS), as well as other alternatives conceived to promote a more pedestrian-oriented Main Street.

The community reviewed each alternative during a series of workshops in the Spring of 2013, expressing a strong preference for the street design described in this chapter. A detailed description of each alternative explored is included in Attachment A. Implementation of street designs should meet current fire code requirements and town standards, or be reviewed and approved by appropriate departments.

On-Street Parking

All street design alternatives explored in the Main Street Plan and the earlier DCMS process included on-street parking along some sections of Main Street. This Plan establishes on-street parallel parking in the Downtown Main Street area from Sierra Park Road to Manzanita Road to provide a buffer between the sidewalk and the street while providing convenient customer parking for Main Street businesses. Eight foot wide parallel parking lanes on both sides of Main Street will provide approximately 200 additional parking spaces.

On-street parking protects the pedestrian by providing a buffer between the sidewalk and the street.

MAIN STREET DESIGN AREAS

The design recommended for Main Street varies along the corridor. There are four primary design areas:

- Downtown Main Street between Sierra Park Road and Manzanita Road (the Downtown character area)
- West Main Street Area A between Manzanita Road and Mountain Boulevard (the eastern part of the West Main Street character area)
- West Main Street Area B between Mountain Boulevard and Minaret Road (the western part of the West Main Street character area)
- Main Street through the Resort Gateway area between the Mammoth Lakes Welcome Center and Sierra Park Road

Each design area flows seamlessly into the next to create a continuous multi-modal corridor experience.

The following pages describe specific changes for each Main Street design area. The Downtown Main Street area is discussed in more detail due to its importance as the center of the downtown and the complexity of the street design. Cost estimates and implementation recommendations for the updated Main Street design appear in Chapters 7 and 8. A conceptual engineering analysis and traffic level of service projections for the Downtown Main Street area are provided as attachments.

Cycle Tracks for Bicyclists

A cycle track is an exclusive bikeway that is physically separated from vehicular travel lanes. It is intended for exclusive bicycle use. Benefits include:

- Provides separate space for bicyclists
- Provides a greater sense of comfort and safety for less experienced cyclists, which encourages increased ridership
- Discourages cyclists from riding on the sidewalk
- Protects cyclists from being hit by car doors swinging open as is possible in a traditional on-street bicycle lane

Assets of the New Street Design

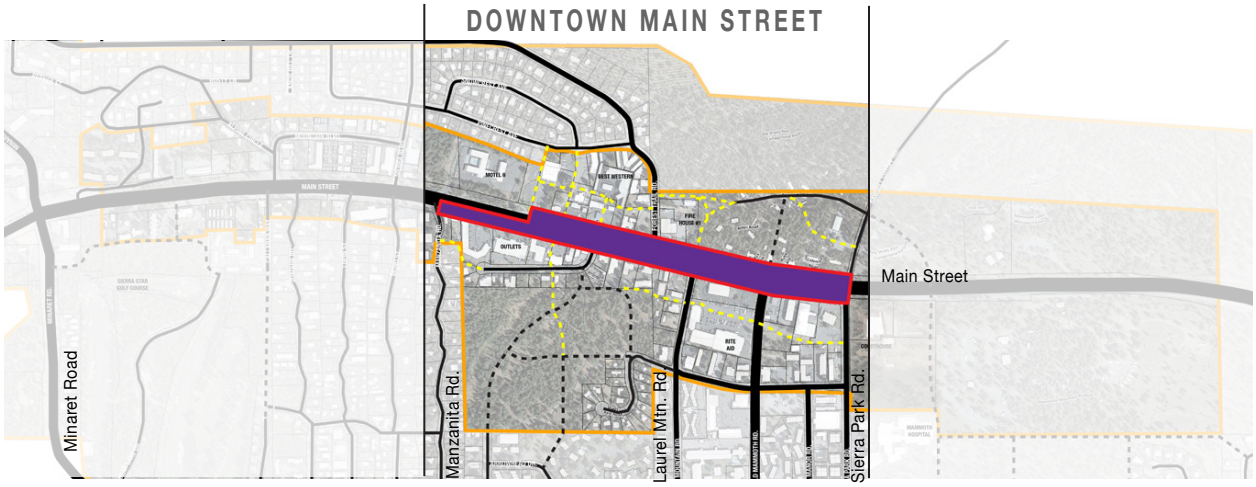
The design for Main Street:

- Is easily phaseable
- Keeps existing curb-to-curb dimensions throughout the corridor, saving time and money by not reconstructing the entire road
- Includes continuity of pedestrian and bicyclist facilities
- Incorporates enhanced transit stops for the local bus and trolley
- Can be implemented even if some individual properties do not redevelop
- Consolidates and manages access along Main Street to facilitate better auto circulation

A cycle track is an exclusive bikeway that is physically separated from vehicular travel lanes.

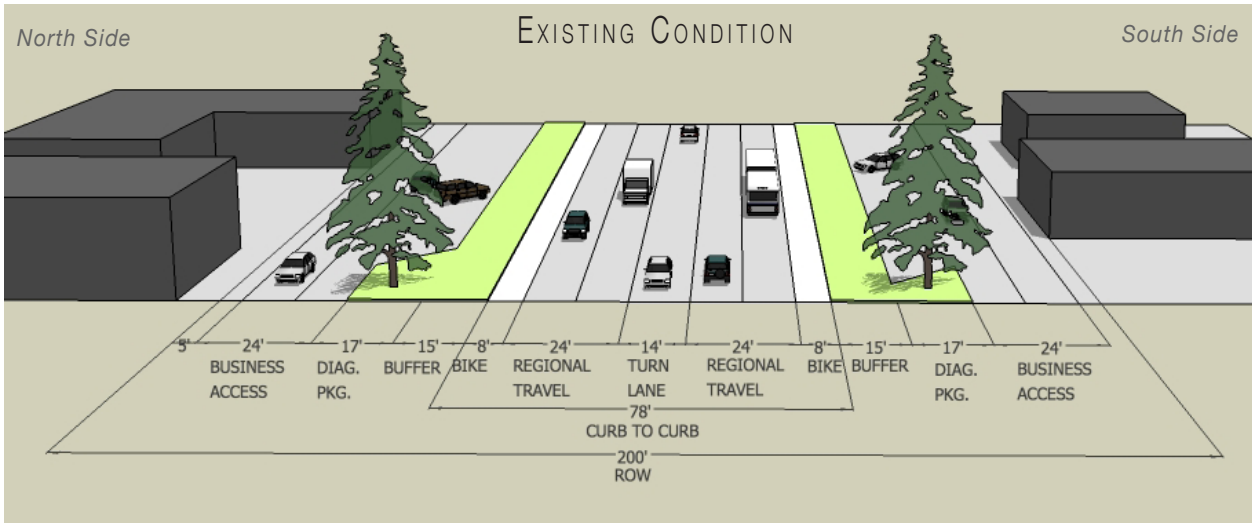
Downtown Main Street - A Grand Avenue

At the heart of downtown, the street would be reconfigured as a “grand avenue” that serves as a signature image for the Town.



EXISTING CONDITIONS IN THE DOWNTOWN MAIN STREET AREA

The Town has recently completed some pedestrian, bike and landscape improvements in the Downtown Main Street area. However, the overall design and configuration of Main Street in this area remains dominated by cars, with most existing buildings separated from the street by parking areas and driving lanes. Frontage lanes exist on both the north and south side of Main Street throughout most of the Downtown Main Street area. Although these lanes reduce the need for multiple driveways and provide access to parking areas, they also create a very wide, auto-centric area between businesses on either side of Main Street (see below.)



Note: shadows are shown at summer solstice.

RECOMMENDED DESIGN FOR THE DOWNTOWN MAIN STREET AREA

Downtown Main Street will be the heart of the improved Downtown character area. The design for this section of the street includes:

- Two auto travel lanes in each direction along Main Street
- A landscaped median and more formal turn lane in the center of the street
- Parallel parking within the curb-to-curb dimension (replaces existing bike lanes)
- A landscape buffer area, cycle track and wide sidewalk outside of the curb
- Removal of the frontage roads to allow redevelopment to move forward to the edge of the new sidewalk (approximately 35’ closer to the street than most existing buildings)

Key Features:

- 130’ Main Street right-of-way
- 14’ median
- On-street parallel parking
- Protected bike lanes (cycle track)
- 70’ *land gain (35’ each side)
- Significant trees saved
- 6’ buffer, 12’ sidewalk

Opportunities:

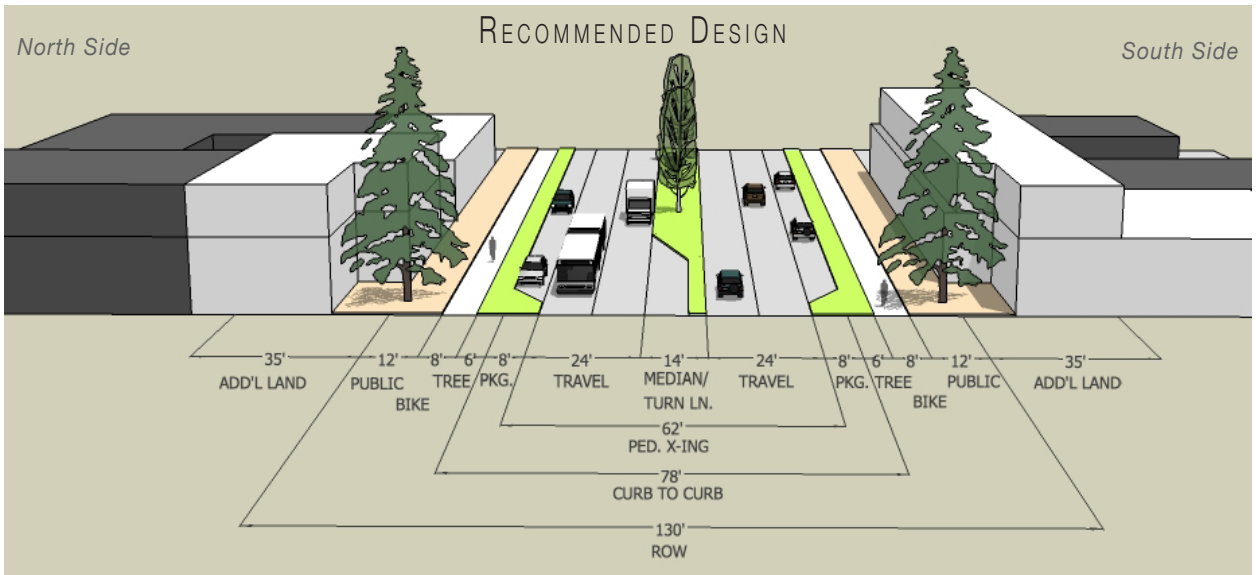
- Approximately 12.7 acres gained for redevelopment
- Keeps existing curb-to-curb dimension
- Easily phased
- Significant trees saved
- Median used for temporary snow storage
- Bikes and pedestrians protected from snow sludge/splashing

Constraints:

- May be difficult to parallel park with heavy traffic
- The Town (or management district) would be responsible for maintaining the bike path (rather than CalTrans)
- Need creative financing strategy to help pay for pedestrian upgrades

**Land gain = land that could become available for redevelopment under special conditions (see Chapter 8.)*

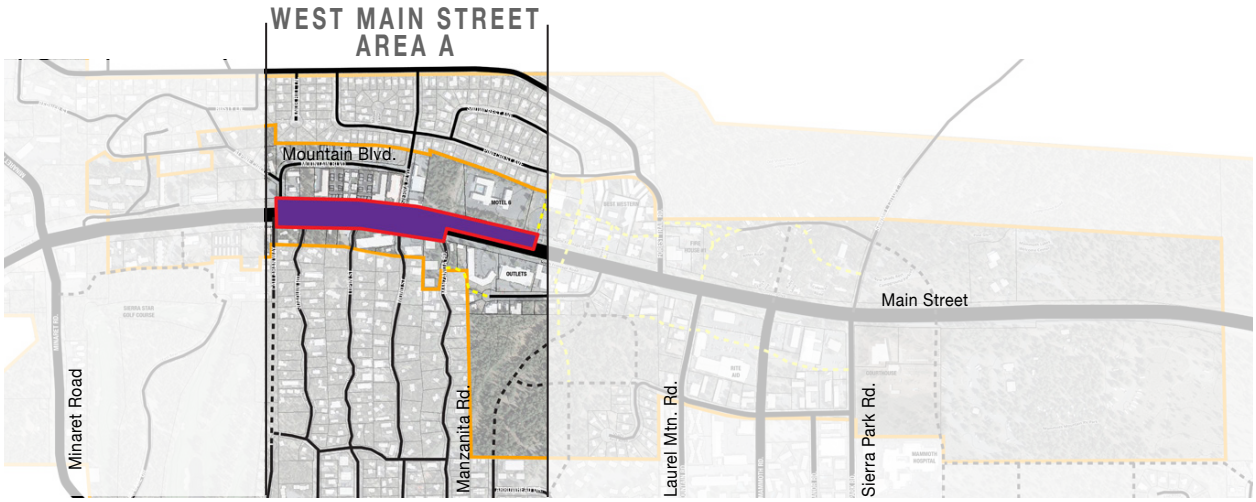
New buildings Existing buildings



Note: shadows are shown at summer solstice.

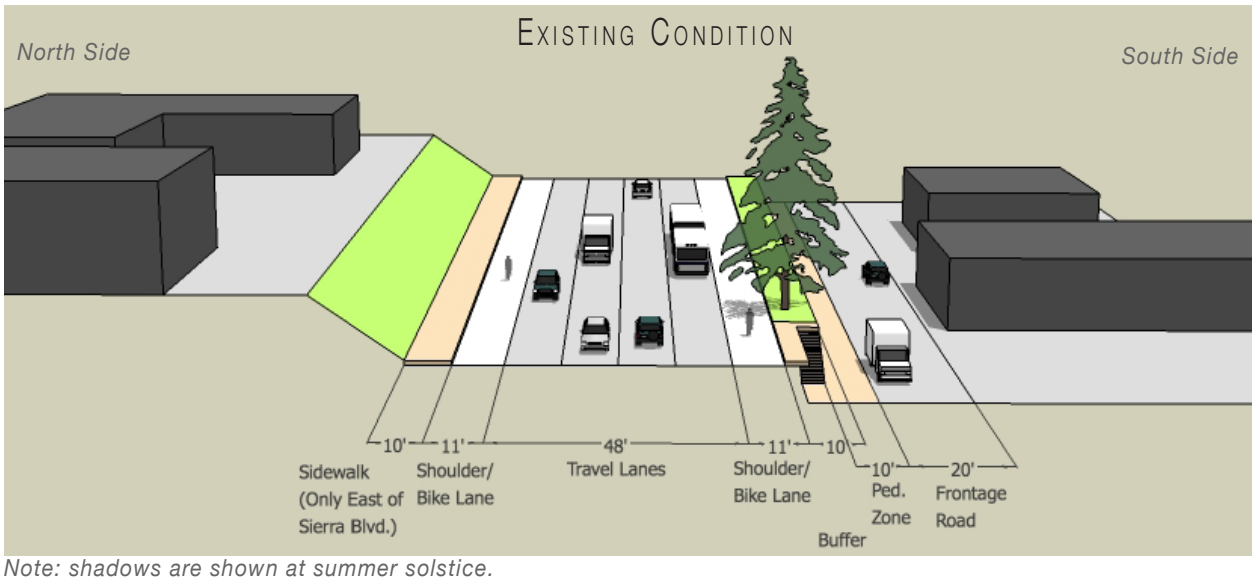
West Main Street Area A

The West Main Street Area A includes recent pedestrian improvements along the south side of Main Street and portions of the north side. The idea is to continue this progress. This is where significant grade changes on either side of Main Street begin to occur.



EXISTING CONDITIONS IN WEST MAIN STREET AREA A

The Town has recently made pedestrian upgrades on the south side of Main Street in this area, including a new sidewalk at the frontage road level with stairs and ramps leading up to the street level to access bus stops (5' to 15' above the frontage road). The north side of Main Street includes a sidewalk/multi-use path from the Motel 6 property to the bus stop just west of Sierra Blvd. There is no pedestrian infrastructure on the north side of Main Street west of the bus stop. The existing street includes two travel lanes in each direction and a bike lane/shoulder on either side of the street. The existing continuous left turn lane ends west of Manzanita.



Note: shadows are shown at summer solstice.

RECOMMENDED DESIGN FOR WEST MAIN STREET AREA A

This street design area supports enhanced pedestrian, bicycle and transit features, as well as new development opportunities. However, because of the grade change and south side frontage road remaining in place, it may not see as much pedestrian activity as downtown. The design for this section of the street includes:

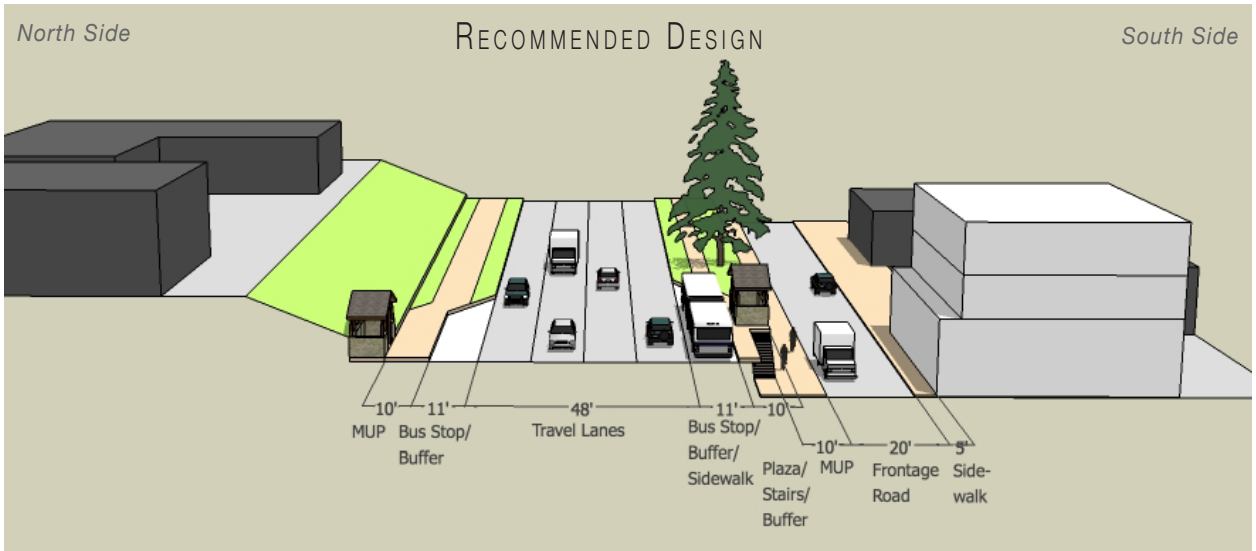
- Retaining recent improvements along the south side of Main Street
- New landscaping, sidewalk, and bus pullouts replace the existing bike lane/shoulder
- New bus shelters on the south and north (carved into the hillside) side of the street
- Conversion of the existing wide sidewalk at the south-side frontage road level into a multi-use path for pedestrians and bicycles (bicycles may choose to use the frontage road, which would include *sharrows)
- New sidewalks in front of businesses along the existing frontage road
- Encouraging redevelopment to move up to the sidewalk edge along the frontage road to create a more pedestrian-friendly environment (If parking remains in front of buildings, landscape buffers could minimize the visual impact of cars)
- Possible conversion of the frontage road into a one-way travel lane with parallel parking adjacent to businesses
- Retaining the existing multi-use path east of Sierra Boulevard, in front of the Motel 6
- A new multi-use path to connect into the existing path in front of Motel 6

Key Features:

- 200’ right-of-way (48’ curb-to-curb)
- No on-street parking
- Mixed-use paths (peds/bikes)
- Significant trees saved
- Frontage Road kept on south side
- New transit stops/plazas

**a sharrow is a painted icon in the street to indicate that autos must share the lane with bicyclists.*

New buildings Existing buildings



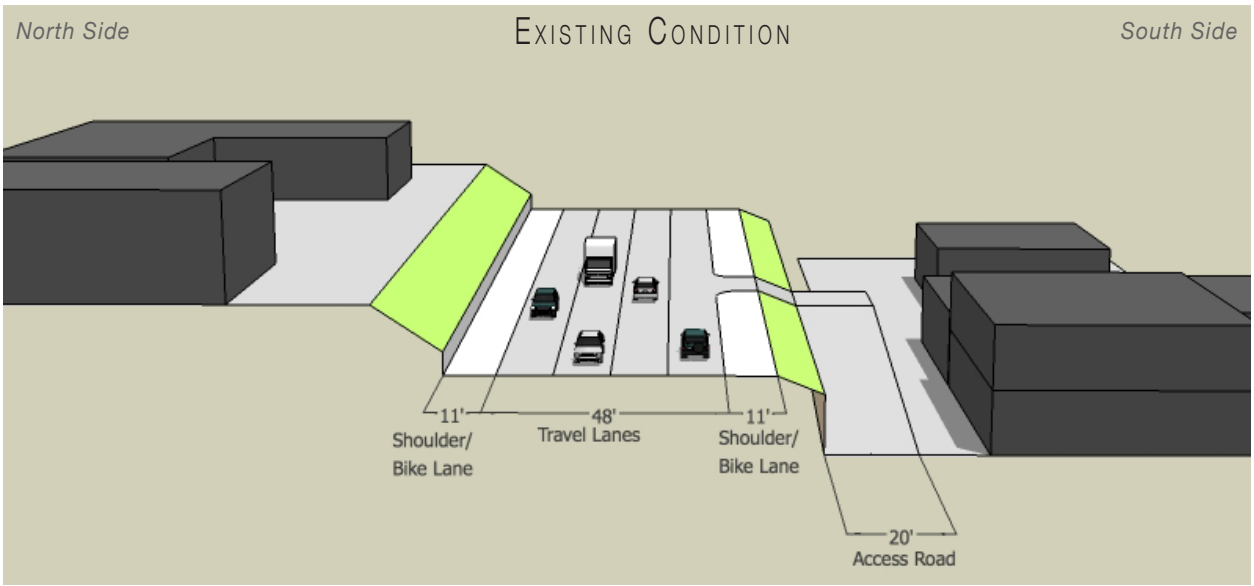
Note: shadows are shown at summer solstice.

West Main Street Area B

West Main Street Area B currently includes no pedestrian or bike facilities except for the extended shoulder along Main Street, which does not properly define areas for either mode of travel. In order to connect the corridor, improvements for pedestrians and bicyclists will be needed in this area.

EXISTING CONDITIONS IN WEST MAIN STREET AREA B

This area is currently automobile-oriented, with no sidewalks, and steep sloping hillsides that separate buildings from the street. A shoulder along the highway provides a bike lane and space for pedestrians. Individual driveways for each property provide access to buildings on the south side of Main Street. On the north side, Viewpoint Road traverses the hill to provide access.



Note: shadows are shown at summer solstice.

RECOMMENDED DESIGN FOR WEST MAIN STREET AREA B

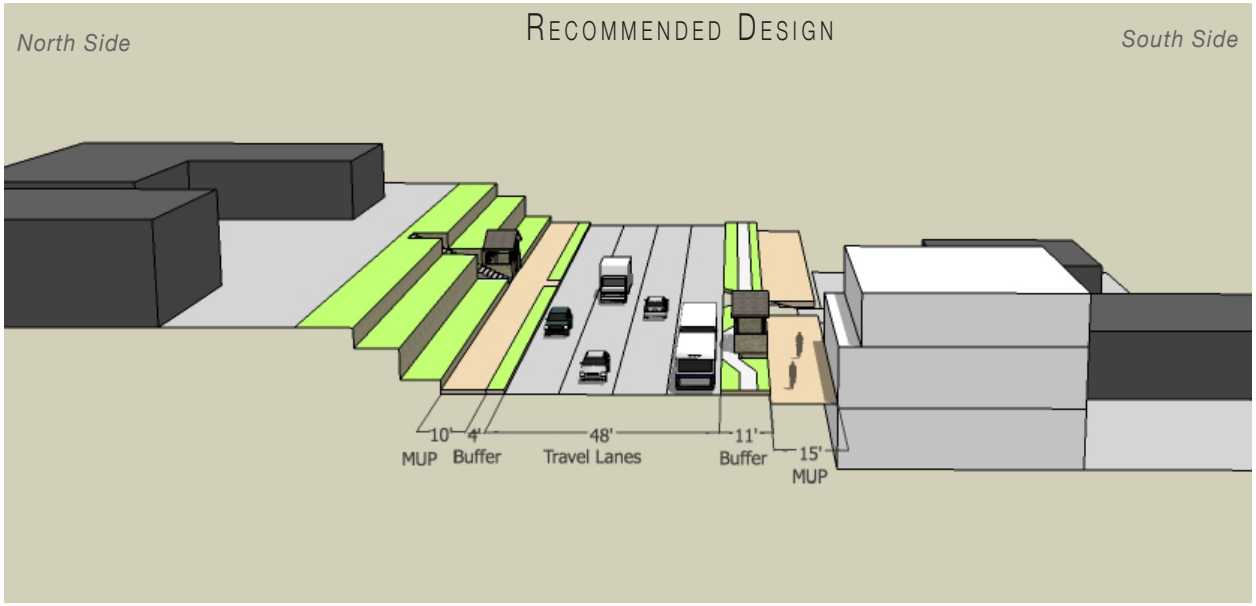
This street design area supports opportunities for additional resort and residential development while helping to create a continuous connection for pedestrians and bikes to travel the full length of Main Street. The design for this section of the street includes:

- Two auto travel lanes in each direction along Main Street
- Enhanced bus shelters (bus pull-out areas will not be provided due to topography)
- A multi-use path adjacent to the curb on the north side of Main Street (replaces existing shoulder area)
- A multi-use path approximately 11’ from the curb on the south side of Main Street (slightly below street level) to connect into existing bike network along Main Street east of Mountain Boulevard and the Lakes Basin trail to the west)
- A landscape buffer and sidewalk adjacent to the curb on the south side of Main Street (replaces existing shoulder area)
- Possible terracing of the north-side slope to create a more pedestrian-friendly environment and promote access to Main Street bus stops from uphill neighborhoods
- Opportunity for redevelopment to move closer to the street on the south side to activate the area and identify it as the western “gateway” to town

Key Features:

- 130’-140’ right-of-way (48’ curb-to-curb)
- No median
- No parking on-street
- Multi-use paths (peds./bikes)
- New transit shelters (no bus pull-outs)

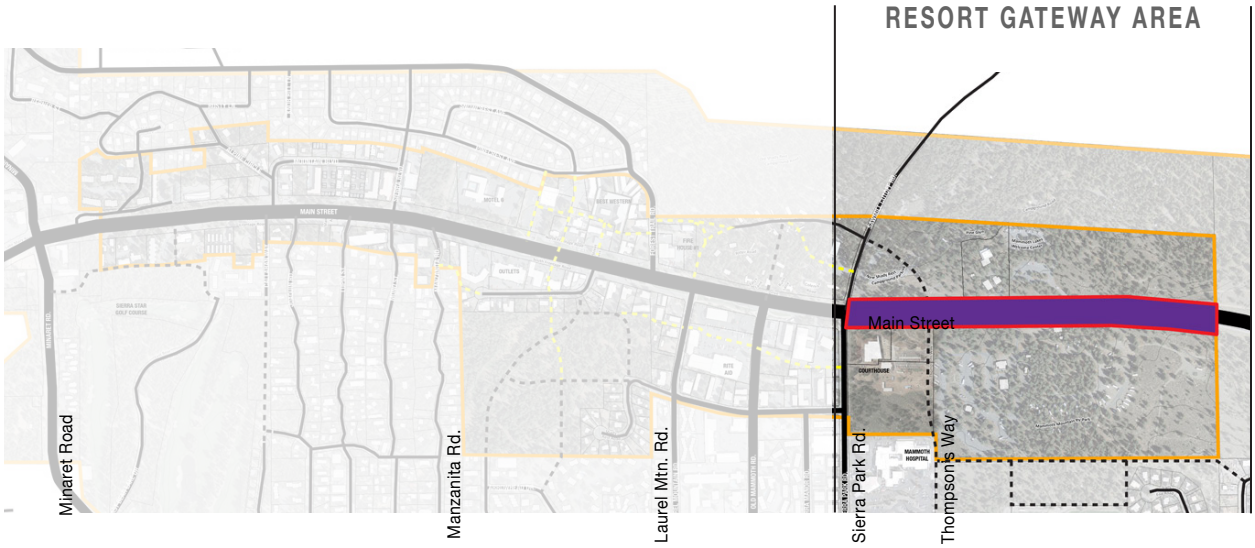
New buildings Existing buildings



Note: shadows are shown at summer solstice.

Resort Gateway Area

The Resort Gateway Area of Main Street should remain natural to help accent the entrance to Town.

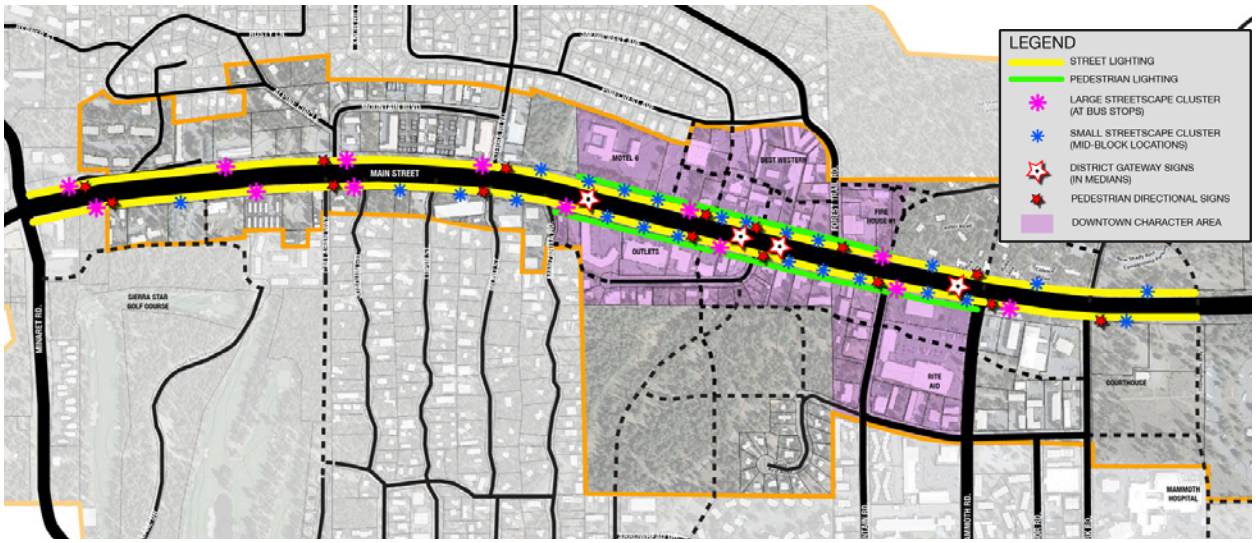


EXISTING CONDITIONS IN THE RESORT GATEWAY AREA (TO REMAIN)

This area of Main Street is part of the Resort Gateway character area, and will remain in a more "natural" setting than the rest of Main Street. Therefore, the area does not need to change significanlty to promote the community vision for Main Street. The monument gateway located near Thompsons Way and the new courthouse are intended to be the grand entrance to Mammoth Lakes (and the Eastern Sierra.) In this area, Main Street will remain natural, highlighting the mountain experience with great views through breaks in the forest.

The easternmost part of Main Street should celebrate the natural surroundings with exposed views of the mountains and forests.

5 STREETSCAPE DESIGN

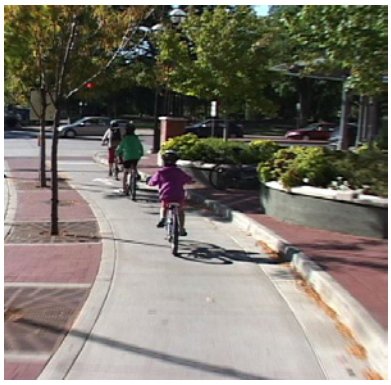


The streetscape design for Main Street is a comprehensive approach to the corridor and includes new and improved pedestrian and bike facilities, street furnishings and artwork, lighting, landscaping and signage.

The design concept for streetscape elements along Main Street is grounded in the desire to unify and brand the entire corridor while giving focused treatment to the Downtown character area. Unified streetscape elements will help provide a beautiful, sustainable, and inviting downtown core that reflects the unique character of the Mammoth Lakes community and its natural landscape. The proposed design also facilitates creating more consistent and accessible multi-modal connections by including amenities to support multi-modal travel such as continuous bicycle and pedestrian facilities with clusters of benches, planters, bike parking, and public art. New pedestrian lighting and wayfinding signage will also help direct pedestrians and make them feel safe and comfortable walking the corridor. Enhanced transit plazas with bus shelters and other amenities will also help support bus service and draw more visitors downtown.

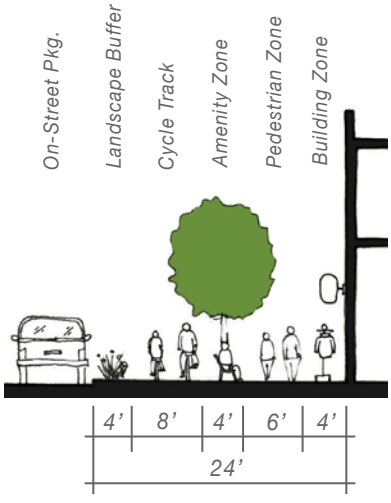
In this Chapter

Note: an expanded version of the Streetscape Plan map is available in Attachment F.



Cycle tracks are safe for all ages and bicyclist levels and skills.

The cycle track will be separated from auto traffic with a landscaped buffer.



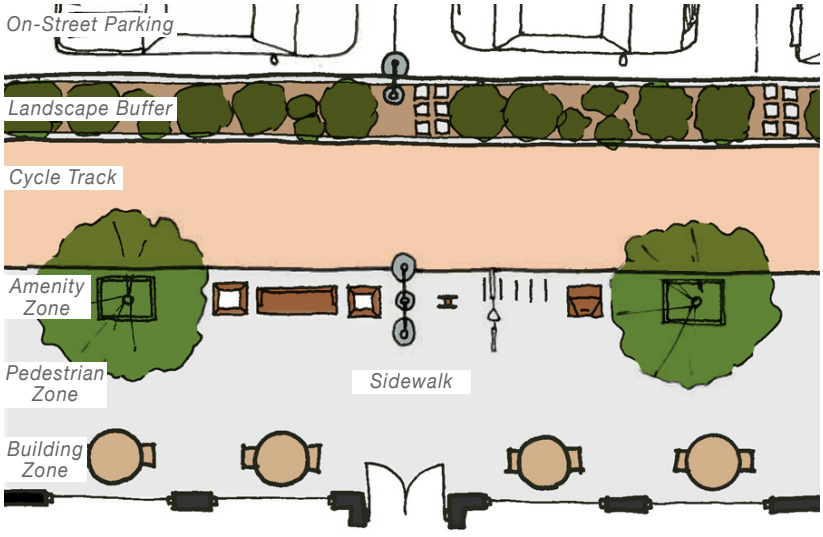
Separated bike and pedestrian facilities make each mode more safe, comfortable and enjoyable.

PEDESTRIAN & BIKE FACILITIES

Continuous pedestrian and bike facilities are provided along the entire corridor of Main Street, from Thompsons Way to Minaret Road.

Downtown

The Downtown character area includes wide sidewalks adjacent to new buildings with three zones: amenity zone, pedestrian zone and building zone. The **building zone**, adjacent to the building, is an area for outdoor cafe seating, sidewalk sales racks, planters, stoops and other amenities for the adjacent shops. The **pedestrian zone** is a 6-foot clear pathway to facilitate efficient pedestrian foot traffic. The **amenity zone** is an area for streetscape furnishings such as benches and bike racks and is also used as a buffer to the cycle track. The sidewalk is made of concrete with a pattern of scored 24-inch squares to create a pedestrian scale and rhythm, but is durable enough to withstand harsh winter conditions. A one-way cycle track, or protected bike lane for bicyclists, runs parallel with the sidewalk. The cycle track is at the same level as the sidewalk, and is differentiated by using a terra cotta-colored concrete to match other existing multi-use paths. Next to the cycle track is a landscape buffer with native grasses, wildflowers and shrubs. Concrete pavers will be located in this area to provide access from parking to sidewalk. Special ADA requirements for on-street parking should be followed, as necessary.



Continuous pedestrian and bike facilities increase multi-modal travel.

Resort Gateway and West Main Street

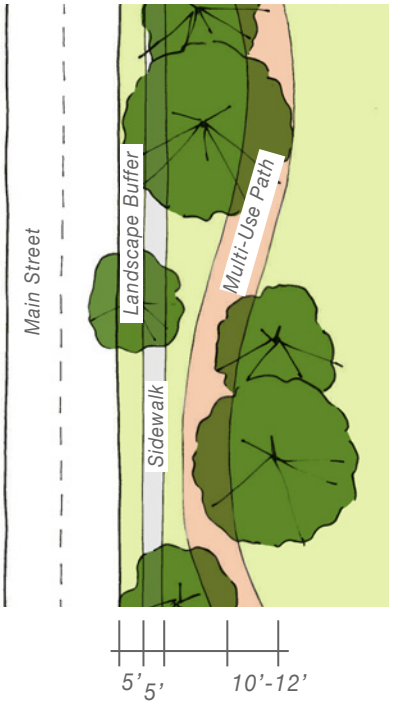
The Resort Gateway and West Main Street character areas should evoke a more natural mountain setting. Pedestrian and bike facilities mainly consist of a meandering 10 to 12-foot wide multi-use path where pedestrians and bicyclists travel together. These paths will connect into existing multi-use paths, such as the one in front of Motel 6 and the fire station and be of the same terra cotta-colored concrete. An optional sidewalk at street level may be appropriate, especially where access to transit stops is needed.

Crosswalks and Intersections

Enhanced crosswalks will be provided at all controlled intersections, which will be accented by using terra cotta colored concrete for visible differentiation (this will require a permit and need to be maintained by the Town rather than Caltrans.) Where feasible, crosswalks at street intersections will include curb extensions, or "bulb-outs," to increase pedestrian visibility and decrease pedestrian crossing time. Marked crosswalks will be provided at selected locations between controlled intersections. The pedestrian controls at enhanced crosswalks include:

- Rapid rectangular flashing beacons (RRFB) - pedestrian-activated LED lights warning autos to yield - at **Laurel Mountain and Center Street**.
- Pedestrian hybrid beacon (HAWK) - pedestrian-activated signal that acts as a hybrid between an auto signal and pedestrian signal - at **Manzanita Road**.
- Split pedestrian crossing - two-stage pedestrian crossing that increases awareness and visibility and includes a refuge area in the center of the street for added safety - at **Manzanita Road**.

For added bicyclist crossing safety, the cycle-track will transition to the parking lane/street and bicyclists will cross in a marked path that is adjacent to the crosswalk. For more detailed information on crosswalks and intersections, refer to Attachment B: Transportation Analysis report.



Meandering MUPs provide a continuous shared path for pedestrians and bikes.

New MUPs should link in with the existing network and be of the same palette.

The cycle track will transition into the street at crosswalks for added safety.

FURNISHINGS & ART

The furnishings for Main Street were chosen based on their ability to withstand the climatic extremes that are present year-round in Mammoth Lakes, as well as their aesthetic appeal for a mountain resort downtown. Most streetscape furnishings are constructed of powder-coated aluminum of a bronze/brown color to match the Town's plans for corten steel signage downtown. The streetscape elements will appear in clusters throughout downtown. See the following page for cluster design and locations.

Benches have a modern wood-slat appearance, constructed from powder-coated aluminum. Trash and recycling receptacles are bear-proof and include a custom laser cut graphic to be installed on the face of each unit. The background of the trash can could be painted "Mammoth blue" to also match the signage and wayfinding in downtown. Bike racks are vertical slabs that are powder-coated in the same color as the benches. Artistic cut outs in the slabs add to the uniqueness and branding of downtown. The Town or other organizations could hire local artists to design these cut out graphics. Planters are also made of bronze powder-coated aluminum to withstand the climate and are a tapered square shape.

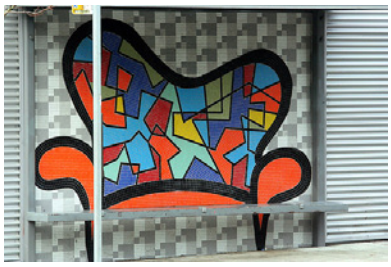
Public art further enhances the downtown experience and should be integrated into the streetscapes palette for the Downtown character area. Design of such art installations should be left up to the individual artist, but local heritage and culture, as well as durability and maintenance of such elements, should be taken into consideration. The Town should hire local artists when feasible.

Bronze powder coated aluminum benches will have a modern wooden-slat appearance.

Trash/recycling cans are bear-proof and designed with a custom laser cut graphic.

Bike racks will be fun and playful with laser-cut graphics.

Planters will also be made of bronze colored powder-coated aluminum.



Public art along the corridor further enhances the downtown experience.

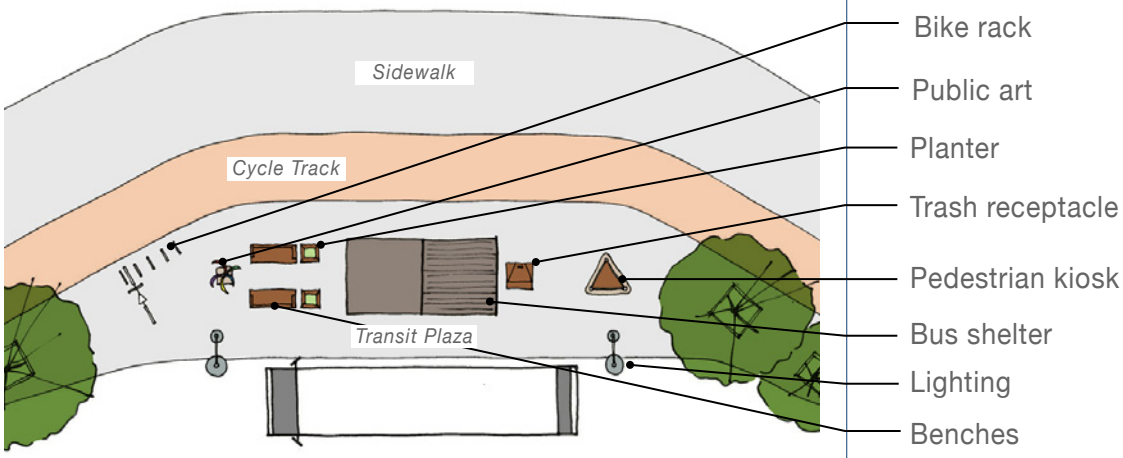
STREETSCAPE CLUSTERS

A streetscape "cluster" is an organization of the street furnishings and art, as described on the previous page. Generally, a cluster of benches, bike racks, planters, trash receptacles, etc. should be provided approximately every 100 feet in the Downtown character area. Outside the downtown core, streetscape clusters should be provided at every transit stop, or at least one cluster per block. Some elements within the clusters could be removed and stored during winter months for improved longevity and snow clearance.

Transit Plaza Clusters

Bus stops along the corridor include enhanced shelters with benches, signage, planters, and other amenities in a mini plaza-like setting. There are 13 bus stops along the corridor and they are spaced approximately 600 to 1,200 feet apart (see map graphic at beginning of chapter for locations.) Each transit plaza streetscape clusters will include:

- Bus shelter (small or large design)
- Benches
- Trash/recycling receptacle
- Planter(s)
- Bike rack(s)
- Pedestrian signage
- Public art element
- Ski lockers (located inside the bus shelter)



Transit plaza clusters occur throughout the corridor at enhanced bus stops along Main Street.

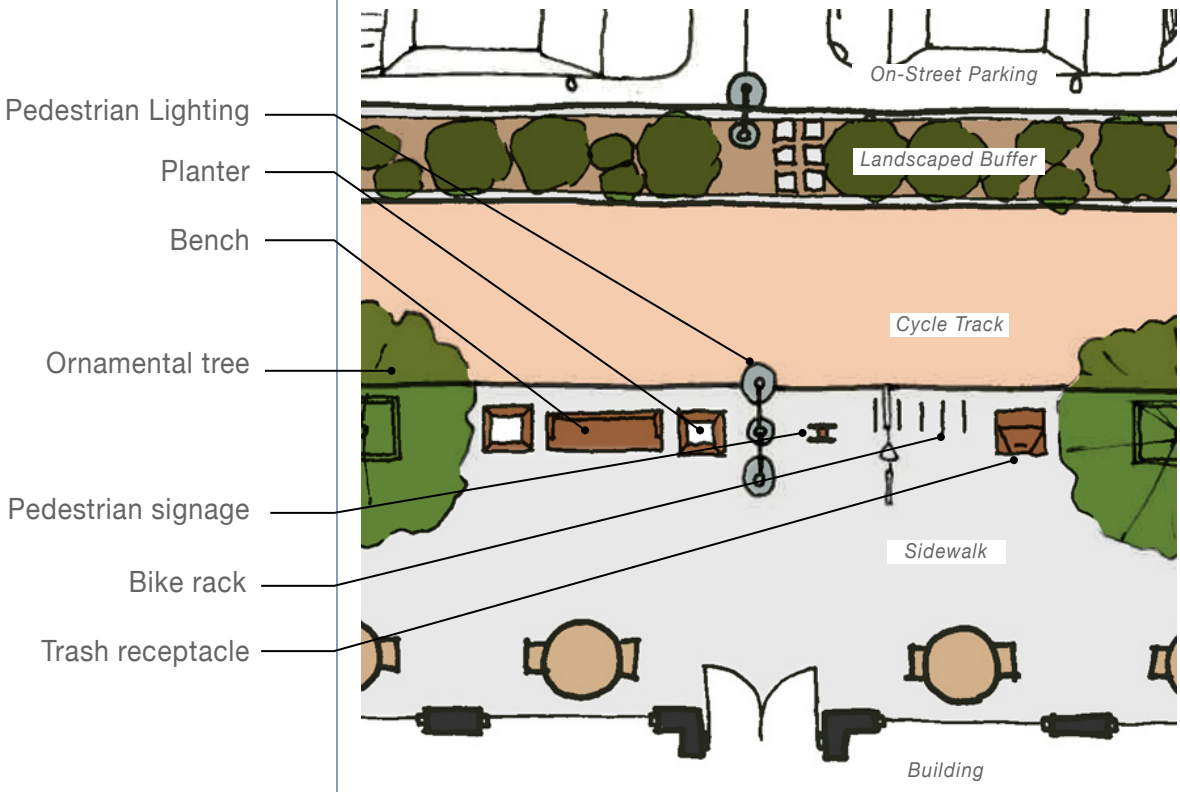
Smart Technology

Smart technology, such as phone apps or LED signs displaying bus stop times, is encouraged to allow users to interact with the system and better utilize the bus service.

Mid-Block Clusters

Other streetscape clusters should be provided within the Downtown character area at mid-block locations within the amenity zone of sidewalks. Outside the Downtown character area, clusters should occur at least once per block. Mid-block clusters are assembled in a linear fashion and include:

- Bench
- Trash/recycling receptacle
- Planter(s)
- Bike rack
- Pedestrian signage
- Pedestrian lighting



LIGHTING

Lighting is one of the most important methods for creating a sense of place within a streetscape environment. It enhances visibility, public safety and the overall attractiveness of a downtown. Mammoth Lakes has already established a palette for lighting which should be continued. New lights should be formally spaced with more frequency, especially in the Downtown character area. New pedestrian-scaled lights are recommended to encourage a feet-first environment all hours of the day. Seasonal lighting, such as holiday lights in trees and on buildings, is also encouraged to further identify downtown.

This section recommends more lighting be installed throughout the corridor to help establish the sense of place, specifically focusing on the Downtown character area to make it a clear destination. As a mountain resort town, protection of the dark night skies is critical, therefore, all lamps should point down to direct soft, glowing light onto pedestrian areas. Buildings in the downtown core also should have large windows at the street level to promote a safe, well-lit and inviting pedestrian experience.

Street Lighting

Decorative street lights are approximately 20-feet tall with down-facing crook arm lamps and banners facing the street. These should be placed throughout the corridor at approximately 100 feet on center. Currently, the downtown core street lighting is sufficiently spaced, but more street lighting is needed throughout the rest of the corridor.

Street lights are lacking and need to be added in the West Main Street character area on the south side of Main Street from Mountain Boulevard to Minaret Road, and on the north side from Sierra Boulevard to Minaret Road and in the Resort Gateway character area from Old Mammoth Road to Thompson's Way.

Banners should be changed periodically to announce special events to further enhance Main Street and attract visitors.

Existing street pole lights will remain and more will be added throughout the corridor.

Additional pedestrian-scale lighting will promote public safety and help create a sense of place.

Pedestrian Lighting

Pedestrian lights are a smaller version of the decorative street pole light, approximately 15-feet in height. They include a horizontal pole for affixing banners or hanging flower baskets in the summer.

In the Downtown character area, these pole lights include double-sided lamps to illuminate both the sidewalk and cycle track. They should be placed in the amenity zone of the sidewalk at approximately 35 feet on center. Outside the Downtown character area, these lights include one lamp and should be placed approximately 65 feet on center. Where the sidewalk or multi-use path are directly adjacent to the highway, standard street pole lamps may provide sufficient pedestrian lighting.

Landscape Lighting

Supplemental lights will be installed in landscaped areas such as medians, landscaped buffers, and other landscape beds throughout the Downtown character area. Lighting for these areas should use LED uplights to create glowing accents on boulders, shrubs and ornamental grasses.

Use LED lights to create glowing accents on boulders, shrubs and ornamental grasses.

All landscape and lighting should be warm, soft and glowing.

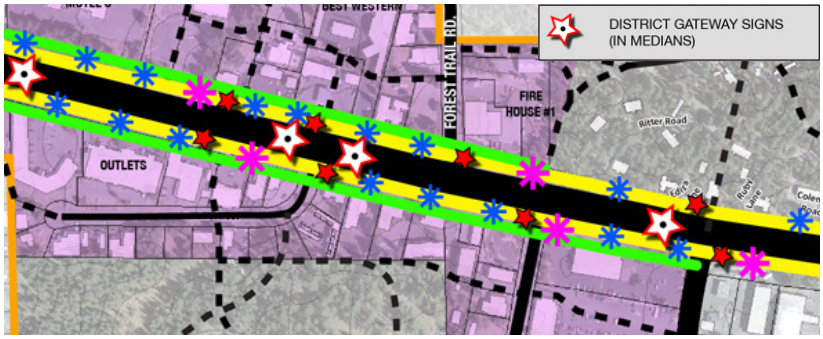
WAYFINDING SIGNAGE

Wayfinding signage is another critical element to inform and direct pedestrians and bicyclists. Although directional auto signage is important to help visitors find parking and attractions, this Plan focuses on pedestrian and gateway signs that will help realize the vision for a more active and feet-first Main Street.

All new signage should follow the adopted Town of Mammoth Lakes Municipal Wayfinding Plan, which includes a palette of rough-cut stone, corten steel and gray, orange and "Mammoth blue" sign colors.

District Gateway Signs

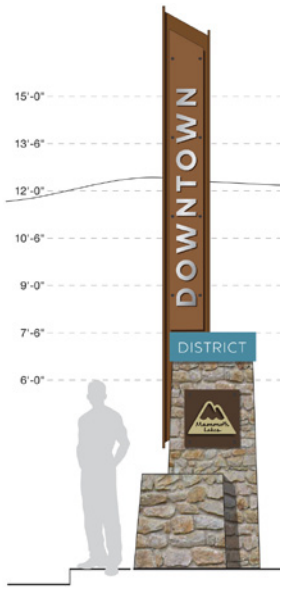
District gateway signs will be placed in the Downtown character area to highlight it as a major destination. These signs are approximately 17 feet tall and made of stone and corten steel with blue accents (see graphic to right.) These signs could either be placed in the landscaped medians (where applicable) or on the sides of the street just west of Old Mammoth Road, just east of Manzanita Road and at the intersection of Center Street (see graphic below for specific locations.)



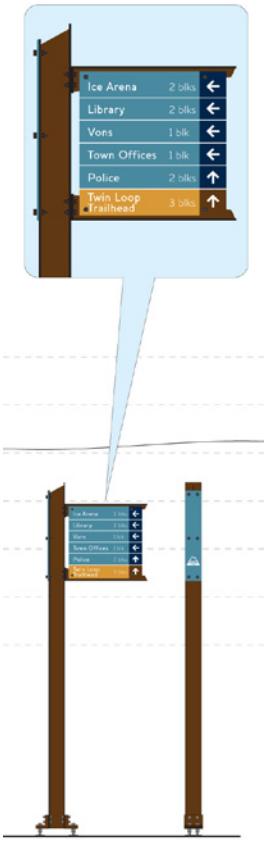
District Gateway signs should be placed in the Downtown character area to highlight it as a major destination.

Pedestrian Directional Signs

Pedestrian directional signs tell pedestrians and bicyclists how far a certain destination is and in what direction they should travel to get there. They are designed to keep the pedestrian in motion (see graphic to right.) These signs should be placed throughout the corridor at intersections where they are highly visible and within an area where people can gather to clearly read them.



District gateway signs will make the downtown core stand out as a destination.

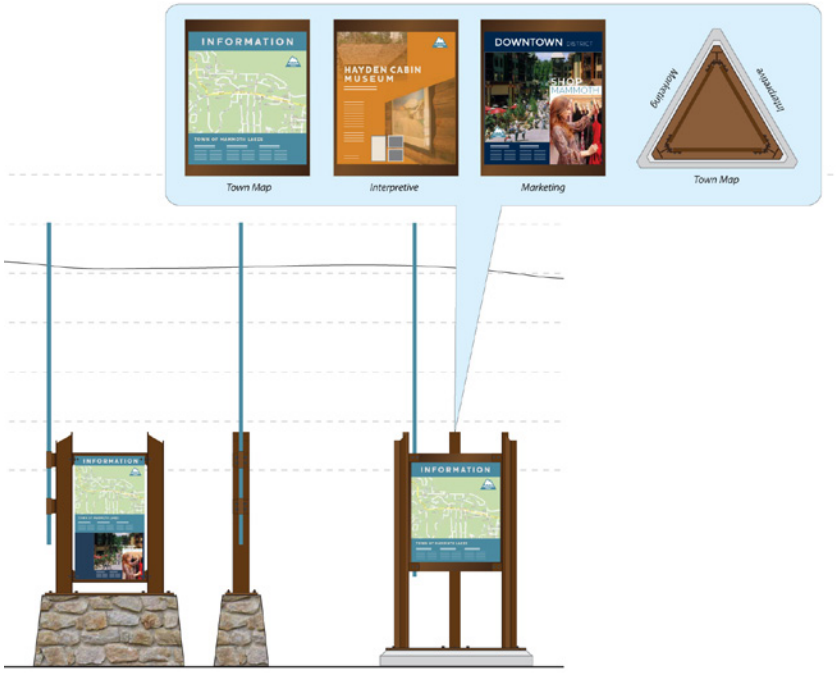


Pedestrian directional signs are designed to keep the pedestrian in motion.

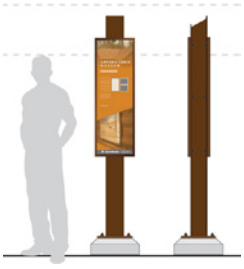
Pedestrian Kiosks

Pedestrian kiosks are triangular-shaped, which provide three sides for displaying information. On one side is a Town map with a “you are here” icon to orient the reader. Another side includes an interpretive sign for highlighting a special destination or feature about Mammoth Lakes. The third side is for marketing, allowing downtown businesses to market themselves to draw in customers (see graphic below.)

These signs should be placed in highly visible and busy public spaces, such as major bus stops and parks and plazas.



Pedestrian kiosks are three-sided and include a map, an interpretive sign and a marketing sign.



Pedestrian interpretive signs are designed to directly engage the pedestrian.

Pedestrian Interpretive Signs

Pedestrian interpretive signs are small signs that tell the pedestrian about a specific destination or feature within downtown. This style of sign could also incorporate mobile application designs such as QR codes to direct visitors to a website with more information or to link in with social media that displays current information and events (see graphic to left.)

LANDSCAPES

As a mountain resort community often described as a “Village in the Trees,” the character of the Mammoth Lakes community is closely tied to the natural landscape. New landscaping should appear natural and organic to reflect the surrounding wilderness. Indigenous, low-water plants and trees will reduce maintenance and cut down on water usage.

Throughout the corridor, large lodgepole pines are a strong visual element that should be celebrated and preserved. Due to environmental conditions, the use of new large street trees is discouraged. However, new small ornamental deciduous trees would help promote a comfortable pedestrian environment, by providing shade in the warmer months and sun in the cooler months.

Maintenance of landscaping will be rolled into the snow maintenance district for Main Street and will either be provided by Town staff or private company.

Accent boulders will create a natural, mountain feel to the landscape.

Native shrubs and grasses will add to the natural, organic feel of the landscape.

Medians

New landscaped medians are recommended in the center of Main Street in the downtown core from Sierra Park Road to Manzanita Road. These areas will be in the form of a swale to help with drainage issues.

Due to the prohibitive costs and maintenance requirements needed for turf grass (during the 2013 spring season, thatching of the turf areas along Main Street exceeded $15,000), the medians will contain shrub and ornamental planted beds that can withstand the harsh mountain climate.

The Town’s district gateway signs may also be placed in the medians to highlight the Downtown district and establish this area as a major destination.

Wildflowers will add color to the landscape and create a seasonal pattern.

Landscape Buffers

The landscape buffer areas in the Downtown character area (between the street curb and cycle track) will consist of ornamental shrub beds of grasses and wildflower mixes. A short walkway of concrete or brick pavers should be placed at approximately 50 feet on center (or one per two parking spaces) to provide a pathway from the parking lane to the sidewalk and cycle track.

The landscape buffer outside of the downtown core is made of grass or other natural groundcover and existing trees should be kept wherever possible.

Planters and Hanging Baskets

Planters will be placed throughout the corridor in the streetscape cluster locations, as described previously. Hanging baskets will be placed in the Downtown character area on the pedestrian light poles. Because planters and hanging baskets are seasonal, they should include annuals, as well as colorful foliage such as sweet potato vines, to add drama and excitement to the Downtown Mammoth Lakes landscape.

Approved Plants

Shrubs

- Mountain Mahogany
- Redtwig Dogwood
- Potentilla Grandulosa
- Mountain Spiraea
- Feather Reed Grass

Spring Annuals

- Lupine
- Columbine

Groundcovers

- Wildflower/Native Seed Mixture

Annuals with a mixture of foliage will add drama and excitement to the downtown Mammoth Lakes landscape palette.

6 NEW DEVELOPMENT

An illustrative plan shows how development could occur along the corridor over time. This is not a specific proposal for how redevelopment has to occur, however. Existing buildings are shown in white and potential new buildings are brown.

This chapter highlights new development opportunities throughout the corridor. The illustrative plan shows potential new buildings (brown), however these are not specific proposals and owners may not choose to redevelop in this manner. Three individual sites are analyzed to test financial feasibility of certain hypothetical development programs. The sites are representative of the variety of parcel sizes that exist along the corridor - small (1/2 acre), medium (1 acre) and large (2+ acres). A synopsis of the financial analysis of these sites is presented in this chapter. It is important to remember that the economic analyses, which show limited potential at this point, are "snapshots in time" and do not represent the *future* market. The immediate priority should be to invest in a high quality, pedestrian-first environment in the public realm in order to get the parameters in place for supporting the type of development that is desired as the market improves. The public sector (Town and a potential downtown improvement organization) should also create incentives to better facilitate new development.

In this Chapter

Note: an expanded version of the New Development Concept map is available in Attachment F.

CORRIDOR-WIDE DEVELOPMENT OPPORTUNITIES

The following development concept illustratives and images show how redevelopment and infill might occur over time. Certain site constraints (topography, access, solar orientation, parcel size, etc.) and existing building ages were taken into consideration when developing this vision. Land ownership and probable timing was also considered. It is important to note that while the illustrated vision, as shown on the following pages, demonstrates the principles of this Plan, it does not dictate exactly how Main Street will redevelop.

West Main Street Character Area

The West Main Street character area (from Minaret Road to Manzanita Road) should focus on enhancing land uses that already exist in this area, such as lodging and residential. This area includes site constraints due to topography and dense pine trees. These elements should be celebrated and the architecture should embrace them. The buildings should convey a natural character of a "village in the trees" and focus on high-quality, natural materials such as wood, metal and stone masonry.

Although residential and lodging uses should be the main focus in this area, commercial uses such as restaurants, specialty boutique shops and offices should also be included to complement Main Street improvements. Where feasible, new buildings should be designed to take advantage of the additional land that would become available when the new property line is established along Main Street which would allow them to move closer to the street.

New development in the West Main Street character area should be of high-quality, but natural, character and appeal.

Wood, metal and stone masonry should be used.

Where feasible, locate a building closer to the sidewalk.

Designs that convey the natural character of a "village in the trees" should be encouraged.

Potential exists for mixed use buildings, with retail on the ground floor and residential or lodging on upper floors.

Although residential and lodging should be the main focus in this area, commercial uses are encouraged as well, especially along Main Street.

The maximum building height in this area is four stories.

Downtown Character Area

The Downtown character area (from Manzanita Road to Old Mammoth Road) study sketch illustrates opportunities for higher intensity development, ideally in the form of mixed-use buildings with active uses on the ground floor such as restaurants and retail shops that attract tourists and residents alike and enhance the downtown experience. Buildings should orient to Main Street and take advantage of the Main Street public investments. New infrastructure such as a cycle track and wide sidewalks will encourage walking and biking and support a pedestrian-first environment. Cafe seating, benches, lighting, banners, bike parking, bus shelters, and public art will further define the character of downtown.

No matter what the use, buildings should be pedestrian-friendly in form. New buildings should be built to the sidewalk edge along Main Street and include a variety of materials and architectural elements to engage the pedestrian. Building forms should be varied, both vertically and horizontally, to provide diversity in mass and scale. Buildings should step back at upper floors to take advantage of solar access and make the building seem more pedestrian-scaled at the sidewalk. Horizontal variations along the ground floor are also beneficial to accent entries and significant portions of buildings and to create space for extra outdoor seating or display areas for sidewalk sales.

New development in the Downtown character area will be urban in form and support a pedestrian-first environment.

Building form should be varied, both vertically and horizontally, to engage pedestrians and be aesthetically pleasing.

Mixed use buildings are ideal for this area of Main Street. They may be modest in scale.

Multi-story buildings should accent entries and other important building elements and include stepbacks at upper levels.

Buildings should engage the street and sidewalk.

Sidewalks should include areas for cafe seating, display areas, and gathering while not disrupting pedestrian circulation.

The cycle track will help incentivize biking downtown and reduce parking demand in peak times.

Resort Gateway Character Area

The Resort Gateway character area (from Old Mammoth Road to Thompsons Way and including the Forest Service site) should focus on smaller-scale buildings in a forest-like setting. This area includes a potential civic campus at the site of the new courthouse, and redevelopment of the Forest Service site. Open space and trees should be preserved where possible. Active open space uses such as ball fields and a playground could also be in this area.

Buildings should orient to the street where possible along Main Street while preserving trees to portray the "village in the trees" character. More variations in setbacks, with respect to the street, are appropriate in this area to promote the image of buildings being nestled in the woods. Buildings should be smaller in scale, mainly one and two story buildings. Mixed use buildings are still encouraged along Main Street. Other uses, such as mixed-income residential and office space would also be ideal. The civic campus could include government offices and other municipal space adjacent to the court house.

New development in the Resort Gateway character area will preserve the natural assets of the area, while still adding quality development that supports the vision of the Plan.

Mixed use buildings are encouraged, especially along Main Street, but trees should be saved where possible.

Areas to sit and enjoy the natural, village-like character are encouraged.

Mixed-income residential and office uses are also encouraged.

Buildings should orient to Main Street but preserve the "village in the trees" character.

Smaller building elements and outdoor space add to the "village in the trees" character.

Opportunity Site Study Development

The hypothetical development programs were collaboratively developed by Winter & Co. and A. Plescia & Co. (lead consultant and sub-consultant for the Main Street Plan) with input from the Town of Mammoth Lakes staff, various local real estate, appraisal and development experts and Dyett & Bhatia (lead consultant for the Town's Commercial Zoning District development standards.)

OPPORTUNITY SITES

In an effort to test both the physical and financial feasibility of the recommendations from the Main Street Plan and Zoning Code Update, three case study opportunity sites along Main Street were modeled. The sites test a variation in property size, location, orientation, and access. The hypothetical program for each site was developed based land uses and densities that are allowed per the new development standards. They also align with the type of projects typically seen in Mammoth Lakes: hotel, commercial retail, mixed-use, and residential.

Each case study assumes that properties will redevelop utilizing the additional land made available through the transformation of Main Street and removal of frontage roads. Corridor-wide, the land gain from removing the frontage roads and implementing a new property line that is closer to Main Street sidewalk would range from 4,000 to 15,000 extra square feet of developable land per site. This additional land could be used as an incentive for redevelpment, with the Town providing it to the property owner at a discounted rate or for free. Economic analyses for both conditions - with and without additional land - were performed and can be found in Attachment C.

Note that these site studies are not formal proposals for specific sites and are not intended to commit property owners to a specific development concept.

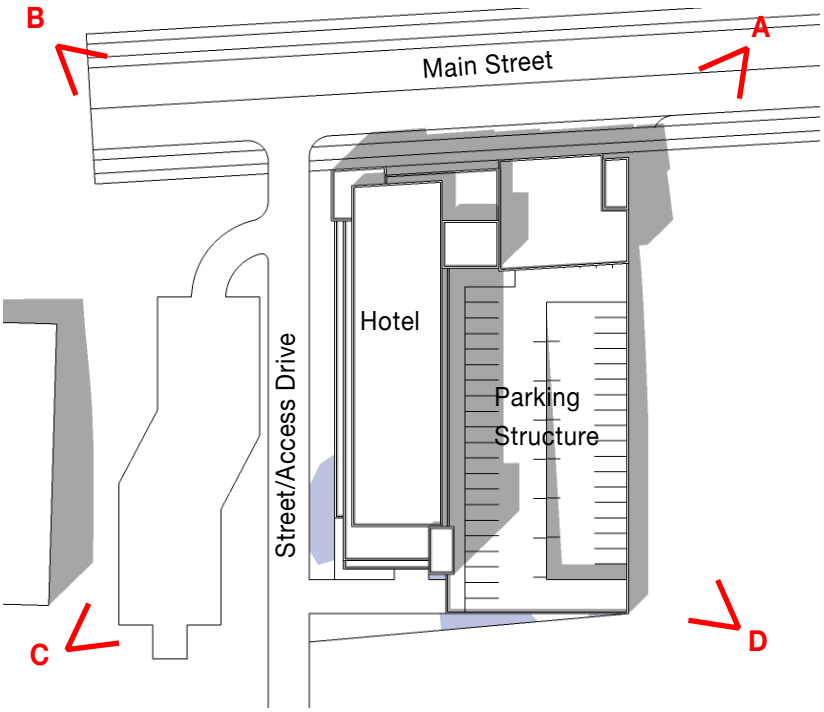
Site #1

SITE #1 - HOTEL W/ STRUCTURED PARKING

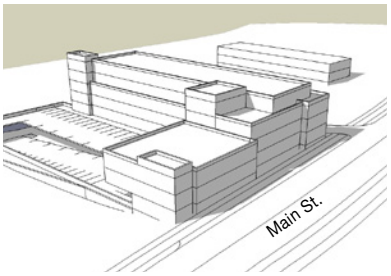
Site #1 sketch study is a 52,400 square feet site, or 1.2 acres. It includes a four-story hotel building with 120 rooms. Parking is provided on-site in an above grade structure attached to the building. Primary entrances would face Main Street and the street/access drive to the west.

Site #1 Program:

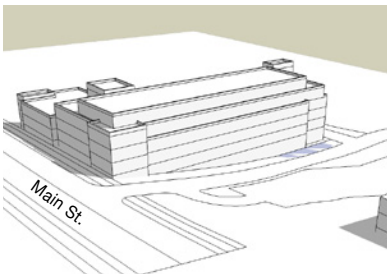
- Site Area - 52,400 Square Feet (1.2 Acre)
- Building Footprint - 22,000 Square Feet (42% of site area)
- Total Building Area - 90,000 Square Feet
- 120 Hotel Rooms (100 Rooms/Acre)
- 120 Parking Spaces (structured)



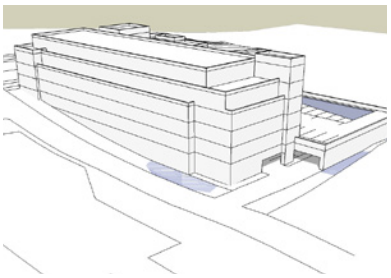
Site #1 - Plan View



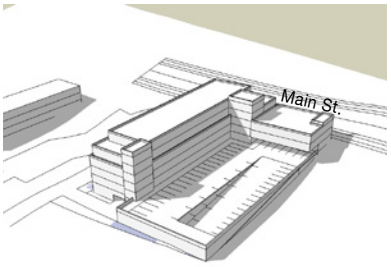
View A - from Northeast



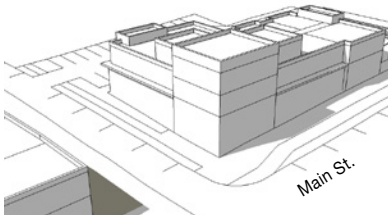
View B - from Northwest



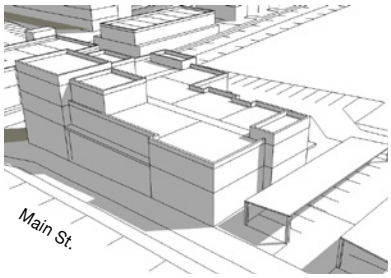
View C - from Southwest



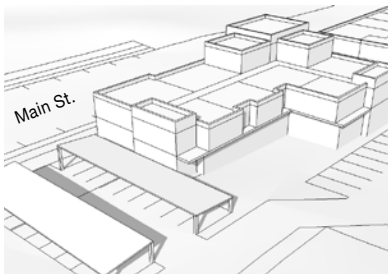
View D - from Southeast



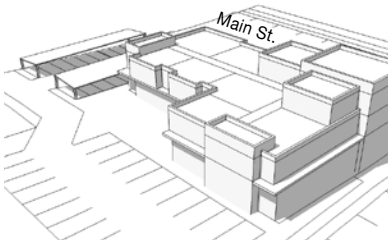
View A - from Northeast



View B - from Northwest



View C - from Southwest



View D - from Southeast

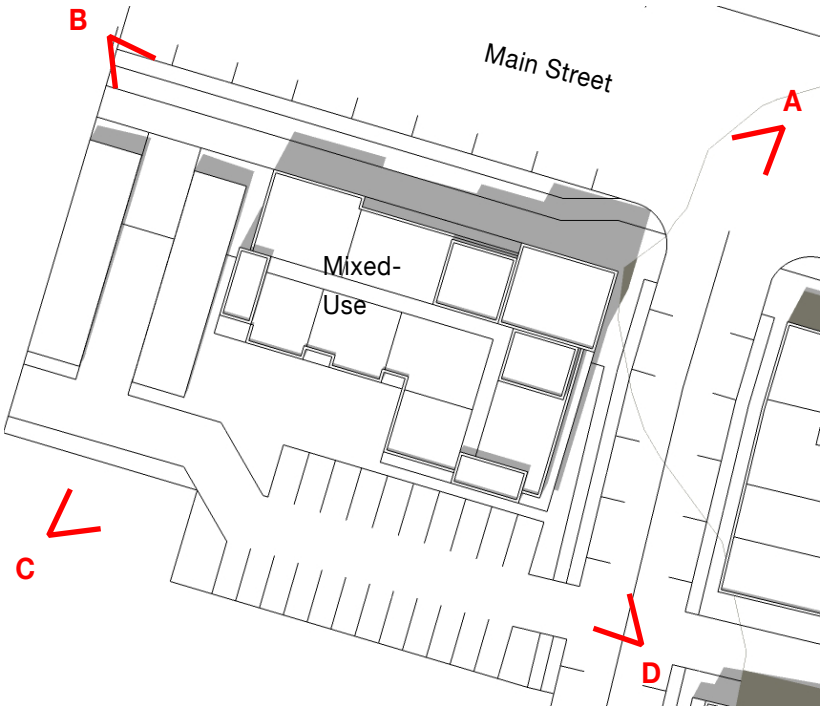
Site #2

SITE #2 - COMMERCIAL/RESIDENTIAL MIXED USE

Site #2 sketch study is a 29,800 square feet site, or 0.68 acres. It includes a two and a half-story building with ground floor retail and 10 multifamily rental housing units on the top floor. 40 parking spaces are provided on-site, as well as an additional 13 on-street parking adjacent to the building. Storefront entries would face Main Street and secondary entries would face the parking lot.

Site #2 Program:

- Site Area - 29,800 Square Feet (0.68 Acre)
- Building Footprint - 9,600 Square Feet (32% of site area)
- Total Building Area - 20,300 Square Feet
- 9,600 Square Feet of Retail
- 10 Residential Units (rental apartments)
- 53 Parking Spaces (40 surface on-site, 13 on-street)



Site #2 - Plan View

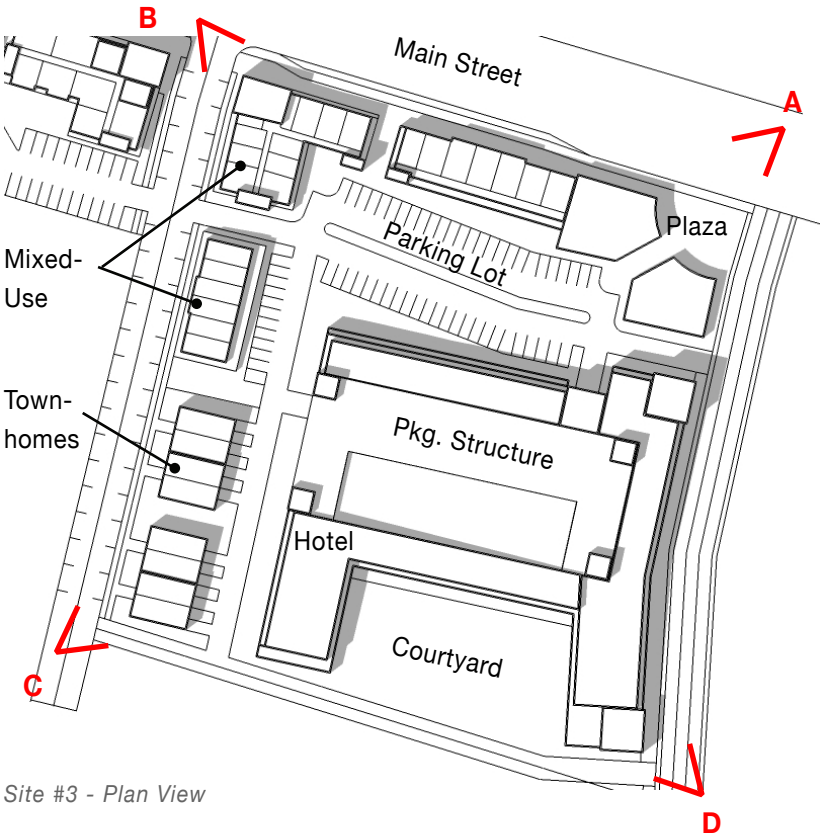
Site #3

SITE #3 - COMMERCIAL, HOTEL AND RESIDENTIAL

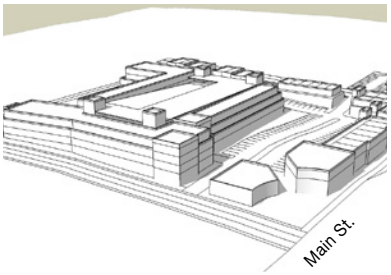
Site #3 sketch study is a 220,300 square feet site, or 5 Acres. It includes a four-story hotel with 300 rooms, 28,500 square feet of commercial retail space, and 28 for-sale residential units. Most of the site parking is provided in an above-grade structure with 4 decks (1 of which is proposed for public parking district) and additional surface parking and on-street parking. Parking is screened from the street with active uses. A small plaza is located at an intersection with Main Street to provide pedestrian access into the site.

Site #3 Program:

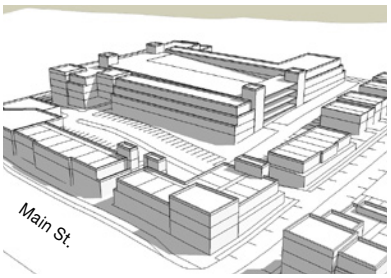
- Site Area - 220,300 Square Feet (5 Acre)
- Total Building Area - 217,750 Square Feet
- 28,500 Square Feet of Retail
- 28 Residential Units (ownership)
- 300 Room Hotel
- 564 Parking Spaces (475 above-grade structure, 60 surface lot, and 29 on-street)



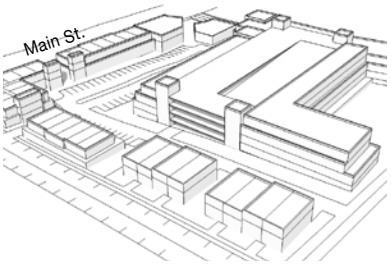
Site #3 - Plan View



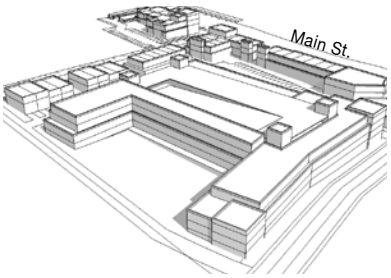
View A - from Northeast



View B - from Northwest



View C - from Southwest



View D - from Southeast

FINANCIAL ANALYSIS

General Concerns

The previous case studies were generated in order to test the viability of different development scenarios (refer to Attachment C for a full financial report.) It is important to note that the *future* market cannot be predicted and therefore the financial analyses were performed as if they were to be built in 2013. Unfortunately, the Town (as of 2013) is still feeling the negative effects of a lingering national recession and the outcomes were not overly positive. The economic analysis of case study site hypothetical development programs indicate the following concerns:

- **High development costs** due to remote geographic location, harsh climatic conditions, high development impact and permitting fees, and high vertical development costs.
- **High parking costs** due to existing on-site requirements and the high costs associated with structured parking, which is needed as development is allowed.
- **Low project values** due to lingering effects of a national recession (lower projected lease and sales rates and lower hotel occupancy rates.)
- **High operating expenses** due to climatic conditions and labor costs.
- **Low return on investment** due to lower initial net cash flow beyond operating expenses and required debt service payments, thus making the desired ROI take longer.

General Conclusions

While the general concerns do not portray an ideal climate for development at this time, Mammoth Lakes has the opportunity, given the long-term market demand and recreational assets and capacity, to achieve the vision set forth in this Plan. A multi-faceted approach is required, combining land/development planning, marketing, and investment in placemaking, amenities and activities. Maintaining good relationships and partnerships with business and economic development groups is also crucial. The Town also needs to ensure that regulatory and financial barriers to the desired development are overcome by a focused set of regulatory reforms (e.g. the Zoning Code Update and offering financial incentives.)

The Town needs to be both proactive and reactive in the redevelopment of Main Street. The Town should be proactive by initiating public investments that will stimulate private development. Establishing a street character that is more distinctive, enhancing the pedestrian experience, and allowing an increase of active floor areas on sites will make private investment more appealing. Since parking is often seen as an impediment to new development, the Town should consider setting up a parking district, which would free up more developable land, and therefore increase the economic productivity of sites. The Town should be reactive by allowing for flexibility, especially in the near-term, to work with developers and builders. Lower-density developments such as single-story commercial retail space and for-sale residential units are likely to be pursued at first. While these types of developments do not necessarily fit the “mixed use main street” environment that is desired, they can be built in a pedestrian-friendly manner that positively contributes to the overall built environment of Mammoth Lakes.

7 PROJECT COST & FUNDING

Reconfiguring Main Street into the desired street section(s) and adding other recommended public and private improvements along the corridor will take a great deal of time, money, and perserverance to complete. The Town of Mammoth Lakes needs to work diligently with both Caltrans and private property owners to promote the overall vision of Main Street. Strategic partnerships must be formed in order to successfully implement this project - it cannot be done solely by the Town or any other entity - it requires collaboration and cooperation.

Creative funding solutions should be evaluated and executed as soon as possible so the project can move forward without becoming an overwhelming financial burden. Funding the improvements for Main Street will require multiple funding tools and participation from the public and private sectors will be necessary in order to share the costs *and* the benefits. It is key to remember:

- There is **no "silver bullet"** or single source of funding that can do everything.
- It is necessary to explore a **menu of options** to generate the revenue that will allow many to share in the costs and rewards of the investments made.
- Specific components of the Plan must be **matched to the funding tools** that are available (e.g. some tools can fund capital improvements while others can fund long-term maintenance.)
- A **public/private sector partnered approach** will be essential to sustainably fund the Plan recommendations.
- The following recommendations **would not replace current Town Council priorities** and do not require shifting funding from other sources in order to implement the Plan.

In this Chapter

OVERALL PROJECT COST

This chapter highlights the overall estimated cost to implement the proposed improvements for the corridor. The overall "hard cost" of implementing the Main Street recommendations is currently estimated at approximately $18 Million. The fee estimate is broken into the following overall components:

Preliminary Site Work & Preparation	$340,000
Main Street (curb to curb)	$2,346,000
Frontage roads (curb to new property line)	$5,240,000
Private Property	$2,796,000
Other Public Improvements	$5,800,000
10% Contingency	$1,653,000
TOTAL PROJECT COST	**$18,175,000**

Other Project Cost Considerations

SOFT COSTS

Soft costs, such as administrative, engineering, design, legal and financing fees, would also need to be considered. As a general rule-of-thumb, for a large project such as this, adding approximately 15-20% of the total fee is a good estimate for these costs, or an additional $2.7 to $3.6 Million dollars.

OPERATIONS AND MAINTENANCE

Long-term operations and maintenance costs would need to be considered, which include:

- hauling snow that Caltrans plows from the roadway
- removing snow from sidewalks and cycle tracks
- general sidewalk maintenance
- landscaping (plant and tree maintenance, irrigation control, planting flowers, general upkeep)
- trash removal

The best way to provide maintenance over a corridor is through an assessment district (see the following pages for options.) Establishing such a district should be of high priority as the Town moves forward with this Plan. The assessment district would fund staff and equipment to do the ongoing work either by contracting it out or by directly hiring staff and purchasing equipment. It may be more cost effective to hire staff and buy equipment to minimize hourly rates charged by a contractor. Another factor, if hiring staff directly, is how they are employed: through the Town or a non-profit. If employed through the Town, costs for full-time employees would be higher due to pensions and other benefits but equipment costs might be recouped if they are able to use existing Town equipment to do the work. Town part-time employee costs are lower than a non-profit or private contractor, but equipment capital and maintenance costs would be higher. As a precedent, the Old Mammoth Road maintenance district utilizes $180,000/year (just over $13/linear foot) to maintain the roads in addition to sidewalk snow removal, general sidewalk cleaning and maintenance and basic landscaping. Main Street maintenance will be much more intensive, as Old Mammoth Road is of a much smaller scale. As an initial estimate, the maintenance district for Main Street would need approximately $320,000-350,000/year to sustain itself.

Description of Tasks

PRELIMINARY SITE WORK & PREPARATION

Preliminary site work consists of surveying Main Street and verifying existing utility locations (depth, etc.) This step should occur as soon as possible, as it will lead to detailed engineering drawings and cost estimates to start the Main Street project.

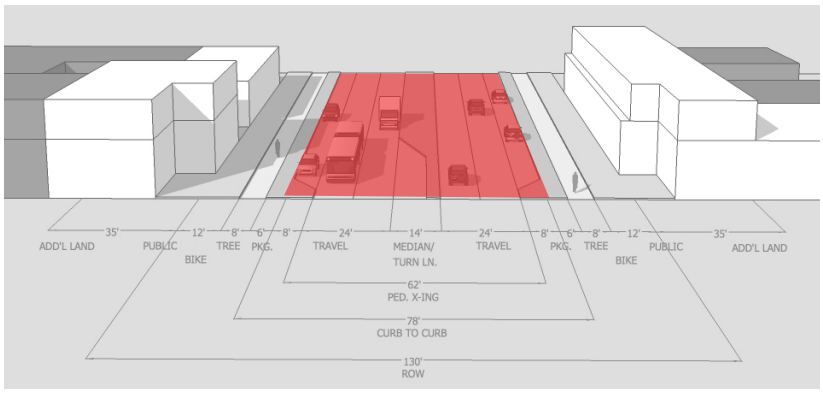
Preparation consists of:

- mobilization, demobilization and clean up
- stormwater management (i.e. construction should occur in summer months to minimize environmental runoff issues); and
- traffic control, or measures to safely direct traffic while construction is underway.

MAIN STREET (CURB TO CURB)

The preferred section for Main Street works within the existing curb-to-curb dimension throughout the corridor. This allows construction of Main Street features to be appropriately phased rather than needing to reconstruct the entire street at once, which will save time and construction costs. Caltrans owns and maintains this portion of the street section, but improvements would be a collaborative effort between Caltrans and the Town.

Construction within the curb-to-curb dimension consists of installing landscaped medians (from Sierra Park Road to Manzanita Road), installing asphalt with new traffic and lane markings, adding traffic and pedestrian controls, adding on-street parking, and constructing new bus pull-outs.

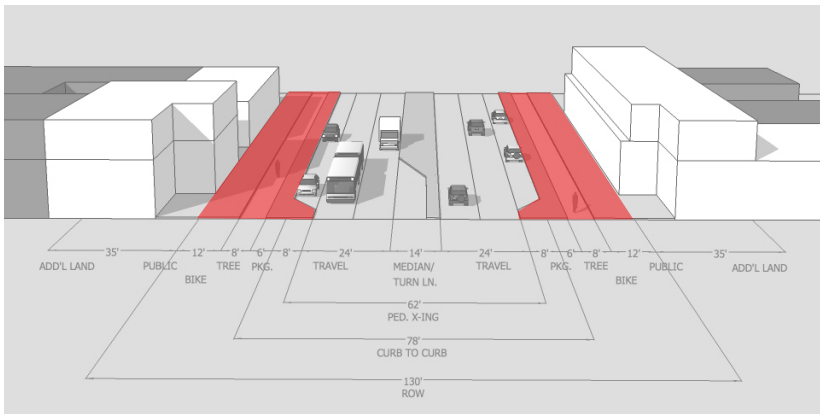


Main Street (curb to curb)

Main Street work includes everything inside the existing curbs.

FRONTAGE ROADS (CURB TO NEW PROPERTY LINE)

This section of the corridor is where the major transformation, from an auto-centric street to a pedestrian-first environment, will occur. This area includes a landscaped buffer, cycle track (or multi-use path,) and sidewalk. It should be noted that some of this area is within the Caltrans right-of-way and may need to be purchased from Caltrans by the Town in order to permit uses such as a cycle track. New streetscaping, signage, and lighting will be added in this area to enhance the experience and appearance of Main Street, as well as enhanced bus shelters.

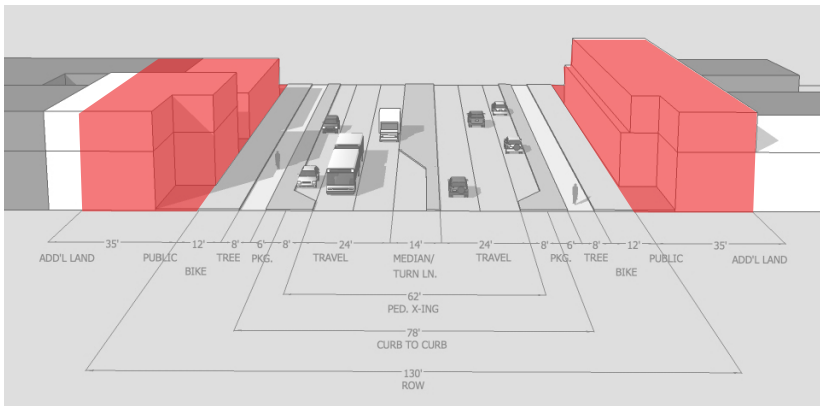


Frontage Roads (curb to new property line)

Frontage Roads work includes everything from the curb to the new property line.

PRIVATE PROPERTY

This section of the corridor includes the remainder of the existing Main Street right-of-way. This area will be transferred (either by donation or sold at a discounted rate) to property owners in the hopes that they take advantage of the added land for redevelopment. The major cost for this section of the corridor is relocating underground utilities that are currently under the frontage roads in certain areas so that new construction can take place. Other costs consist of eventually demolishing the frontage roads, which will be undertaken by the private property owner when they choose to redevelop with new building(s) or new public benefit open space such as a plaza or outdoor cafe seating. The Town will need to work in close partnership with Main Street stakeholders to promote the vision and educate them on the benefits of redeveloping.



Private property

Private property includes the remainder of the existing Main Street right-of-way.

OTHER PUBLIC IMPROVEMENTS

Other public improvements include a new civic park or plaza and public parking. These improvements will further enhance the experience of a new Main Street corridor and the success of businesses along Main Street, but are not required for the project to be viable and successful.

Preliminary Costs Breakdown

MAMMOTH LAKES MAIN STREET PLAN PRELIMINARY ENGINEERS COST ESTIMATE			
	Description	*Reference Code	Total Costs
	Preliminary Site Work & Preparation		$$
1	**PRELIMINARY SITE WORK & PREPARATION** (Mobilization/Demobilization, Stormwater Management, Construction Surveying, Utility Verification, Traffic Control, etc.)	1, 2, 3, 4, 5, 45	$340,000.00
	Total Preliminary Site Work & Preparation		**$340,000.00**
	Caltrans Property (curb to curb)		$$
2	**MEDIANS** (Install median curb, new top soil and landscaping)	21, 22, 26	$383,919.00
3	**ROADWAY** (Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings, etc.)	6, 9, 13, 27, 37, 38, 39, 40	$999,099.31
4	**TRAFFIC SIGNALS** (at Forest Trail and Shady Rest Road (new street))	15	$600,000.00
5	**PEDESTRIAN SIGNALS** (at Laurel Mountain (RRBF), Center Street (RRBF), and Manzanita (HAWK))	16	$190,000.00
6	**BUS PULL-OUTS** (remove existing PCC roll curb and install new PCC bus stop section)	10, 17	$172,890.00
	Total Caltrans Property Site Work		**$2,345,908.31**
	Town of Mammoth Lakes Property (curb to NEW property line)		$$
7	**CURB CUTS** (install driveway aprons)	25	$70,610.00
8	**REMOVE TREES** (limited, as needed)	11	$91,500.00
9	**MASS GRADING** (limited, as needed)	12	$551,148.89
10	**STORM DRAIN INFRASTRUCTURE IMPROVEMENTS** (pipe, manholes, inlets, etc.)	14	$420,000.00
11	**LANDSCAPE BUFFER** (between curb and cycle track)	23	$456,024.00
12	**LIGHTING** (install new lights and electric meter pedestal)	33, 36	$491,000.00
13	**CYCLE TRACK** - Install PCC cycle track, concrete pavers, and thermoplastic bike lane symbols	29, 30, 41	$462,942.00
14	**SIDEWALK** - Install PCC Sidewalk (brushed finish) and pedestrian ramps with truncated domes	28, 32	$1,135,999.50
15	**SITE FURNISHINGS** - Install Site Furnishings (benches, trash receptacles, bike racks, ect)	24	$400,000.00
16	**INSTALL BUS SHELTERS** - Install Bus Stop Shelters (2-Large, 12-Small)	18, 19	$150,000.00
17	**RETAINING WALLS** - 5' High Masonry Block Retaining wall	7	$695,000.00
18	**MIXED USE PATHS** - Install PCC MUP	31	$316,144.00
	Total Curb to Property Line Work		**$5,240,368.39**
	Private Property		$$
18	**DEMO EXISTING FRONTAGE ROADS** - Remove Existing Plantmix Bituminous Pavement and Agg Base to a Depth of 10" (TOML)	8	$46,391.40
19	**RELOCATE UTILITIES** - Relocate Existing Underground Verizon Fiber Optic and Edison 33kV underground power	34, 35	$2,750,000.00
	Total Private Property Work		**$2,796,391.40**
	Other Public Improvements		$$
21	**CIVIC PARK/PLAZA** - build out of park in front of Post Office and public restroom building	20, 44	$1,000,000.00
22	**PUBLIC PARKING** - Install 1 public parking garage (150 stalls) and 1 surface parking lot (100 stalls)	42, 43	$4,800,000.00
	Total Other Public Improvements		**$5,800,000.00**
	Totals		**$16,522,668.10**
24	Contract Contingency (+/-10%)	46	$1,652,266.81
	****TOTAL CORRIDOR PRELIMINARY ENGINEERS ESTIMATE**		**$18,174,934.91** ***PROJECT TOTAL***

* ***Reference Code*** *- Refer to Attachment D - Civil Engineering Analysis and Cost Estimates spreadsheet with line item costs for each individual element, including quantities and unit costs*

** ***Total Corridor Preliminary Engineers Estimate*** *- excludes "soft costs" such as administrative, engineering, design, legal and financing fees and operation and maintenance costs.*

RECOMMENDED TOOLS

A full menu of funding tools which could be applied to the project have been analzyed to offer guidance for future implementation. Some tools are better utilized for capital improvements, while others are better utilized for long-term maintenance and management. Still others provide an organized way for the private sector to work together collectively to utilize their own funds.

The following chart demonstrates the types of funding that may be required for this project, the potential sources of funding worth exploring, and which are appropriate for each need. The funding sources for different components of the project are unique. For example, public realm infrastructure funds might be, in some cases, one-shot funding (e.g. grants) whereas long-term maintenance and management funds need to be reliable and sustainable over time. Private sector participation (i.e. redevelopment) is also an important part of the overall package, because ultimately the long-term success of the project is dependent on it. The types of funding and their potential sources are listed below, along with an explanation of each potential source. They have been prioritized based on how long they take to initiate and how likely they are to occur in the current political environment of Mammoth Lakes. The phasing coincides with the phases for implementation found in the Chapter 8.

		TYPES OF FUNDING REQUIRED		
		Public Realm Infrastructure	Maintenance and Management	Private Sector Participation
POTENTIAL SOURCES OF FUNDING	Benefit Assessment District/Mello Roos Community Facilities District (CFD)		X	
	Bonds	X		
	Community Development Corporation	X		X
	Development Impact Fees (DIF)	X		X
	Existing funding sources	X	X	
	Grants	X		
	Infrastructure Financing District	X		
	Parking District/Authority		X	
	Property-Based Improvement District (PBID)	X	X	
	Right-of-Way Incentive Program (frontage roads)			X

An explanation of each funding tool is provided on the following pages.

Quick Win Funding Sources (1-2 Years Post-Plan Adoption)

TOOLS FOR MAINTENANCE AND MANAGEMENT

The following tools are recommendations for the Town to explore as soon as possible, as maintenance and management will help in the short-term to spur new development and initiate Main Street improvements.

Property-Based Improvement District (PBID)

A PBID is a quasi-governmental entity that is a public-private partnership between government and the private sector to foster the growth of commercial districts. PBIDs allow property owners within a defined area to collectively fund enhanced services or improvements within a district's boundaries via an additional tax or fee. Property owners create a business plan for the improvements they'd like to see, work to gain the support of others in the district, and undertake a petition process to create the district. Once established, the additional levy becomes mandatory for all within the boundaries. Funding is generated for a PBID through a special assessment on properties within the defined area. This special assessment is collected into a dedicated fund that is used to provide a variety of enhancements that improve the public space. Once created, those who pay the assessment govern BID funds and services. Legislation is necessary to permit the creation of BIDs. While government must legally establish the PBID, private sector stakeholders determine all choices about district boundaries, assessment rates, budget, and service delivery. The yearly operating budgets of PBIDs can range from a few thousand dollars to tens of millions of dollars.

Some qualities of PBIDs that are important to note include:

- The process to establish a PBID happens via a petition of property owners in the PBID area. Once the appropriate petition thresholds are met, the creation of the PBID must then go to Town Council, who holds a public hearing on the matter and then officially votes to form the PBID and establish a creation ordinance. In California, PBID creation is also subject to a Prop 218 vote.
- Per PBID legislation, the property owners in a district are the ratepayers. Once a PBID is created, the levy is placed on the property owner's tax bill and collected in this way. The PBID assessment is mandatory once charged, and the PBID body has the power to place a lien on property if the PBID assessment is not paid.
- Because PBIDs are considered a quasi-governmental entity, and because the local government is involved in the formal creation of the PBID, they have some influence in the governance of the PBID. When the PBID is established, a Board is appointed to oversee the funds. The names of the Board members must be approved by Town Council.
- California PBID legislation allows for an initial PBID term of 5 years, but allows for a renewal of up to 10 years.

There are 200+ PBIDs across California and more than 1,500 across the United States. They are nimble and effective tools that allow places to focus on more sustainable and well-managed approaches to maintenance, management, small infrastructure development, economic development and marketing.

Benefit Assessment District/Community Facilities District

A BAD levies certain "benefit assessments" on particular property owners to pay for improvements or services that *directly benefit* their properties. Benefit assessments can be used to finance the maintenance, operation and installation costs of drainage, flood control, and street light services as well as the maintenance of streets, roads, and highways. Assessments can be levied on a parcel, a class of property improvement, use of property, or any combination thereof. The amount of assessment is evaluated and reimposed annually and are collected in the same manner as property taxes.

The Community Facilities Act, known more commonly as Mello-Roos, was passed in 1982, to enable Community Facilities Districtis (CFDs) to be established by local governments as a means of obtaining community funding to pay for public works and some public services. In a CFD, a special assessment/property tax is imposed on the real estate of real property owners within the district to finance public improvements and services (bonds may be issued through the district to pay for these things.) The services that may be funded through these districts include streets, water, sewage and drainage, electricity, infrastructure, schools, parks, police protection, and some other general maintenance related to these areas.

Parking District/Authority

Mammoth Lakes has a reputation for tough parking requirements and a lack of centralized, convenient parking, which can deter new development from occurring. Initiating a parking district would help jumpstart much needed new development. A parking district essentially collects parking revenues and assigns them to an authority or body separate from the Town. That authority is then responsible for managing existing parking and building/developing new parking to support growth in an area. Parking districts can also fund the development of supporting assets and amenities such as street furniture, lighting, etc. The revenue coming into the district may be generated from paid parking fees (e.g. meters, garages) as well as via in-lieu parking fees from developers as a way to support the development of consolidated, centralized parking. Establishment of a parking district/authority would likely take about two years in order to conduct all necessary negotiations.

TOOLS FOR PUBLIC INFRASTRUCTURE

It will also be necessary to explore funding sources for actual public infrastructure improvements. The following is a list of potential tools that could be explored for use in the immediate term.

Bonds

Local governments can issue municipal bonds to pay for capital projects. These bonds could be General Obligation Bonds, which are repaid through general funds, or they could be repaid through future revenues of a special district. Bonding capacity is limited by the accessibility to future revenues from either existing or special taxes and assessments and is limited by the ratings of the bonding entity (as of December, 2012 Mammoth Lakes had a BB+ rating with a "stable" outlook.) The political realities of passing a bond are based on what the bond would be used for (i.e. one component of the project or the whole project,) how long it would take to repay, and how the repayment would occur - through general funds, a tax increase or a special district.

Grants

State, Federal, and other grants should be considered for this project. The Town may want to hire a professional grant writer to specifically pursue grants applicable to this project, as well as earmarking some monies, as many grants require matching funds. Grants are most likely to be obtained for projects upgrading alternative transportation modes. Transit stops, bike facilities, parking, multi-use paths, and signalized pedestrian controls are examples of facilities that state and federal grants could help fund. Federal grants that might be applicable include the Surface Transportation Program (STP) or Transportation Alternatives Program (TAP). State grants include Highway Safety Improvement Program (HSIP), Local Transportation Fund (LTF), or the newly proposed Active Transportation Program, which includes programs such as Safe Routes to Schools. See *Attachment E: Existing Funding Tools and Grant Options* for a full list of applicable federal and state grant funding sources.

Existing Funding Sources

1) EXISTING TAX MEASURES

The Town of Mammoth Lakes currently has several existing special tax measures in place that fund improvements and special services in the community through an application process. While commitments exist for many of these funds (and it is not a recommendation of this Plan to take away from existing obligations,) several aspects of the Main Street Plan fit within the parameters of these measures, which could help accomplish the goals of these initiatives while fulfilling Main Street goals. The following chart lists the existing tax measures, their purpose, and how they might be utilized in funding components of this project:

MEASURE	PURPOSE	POTENTIAL USE FOR THIS PROJECT
A	General fund tax money with the suggestion its spent on tourism and housing.	Components of the tourism-serving work, including signage and wayfinding, activation, and placemaking; other portions of the fund could go towards more diversified housing in the core of Mammoth Lakes.
R	To fund the creation of additional and/or improvement of existing recreation opportunities, including parks, trails and recreation. Funds planning, construction, operation, maintenance programming and administration.	Public plazas and green spaces, trails, and any other recreation-based facilities considered.
U	To fund the planning, construction, operation, maintenance, programming and administration of facilities and projects for mobility, recreation, arts and culture.	Pedestrian right-of-ways and enhancements, public art and public realm improvements, and cultural programming and activation.
T	General tax with a suggestion of expense on transit.	Improved transit stops and enhanced transit service.

2) TOURISM BUSINESS IMPROVEMENT DISTRICT

The TBID, or Tourism Business Improvement District, was established in 2013 and utilizes the Property and Business Improvement District Law of 1994. The TBID was approved on July 24, 2013 and is set to provide an estimated $4.7 Million per year for the next 5 years to the Mammoth Lakes Tourism Association. Lodging facilities, retailers, restaurants, and the ski resort all pay an assessment. The TBID business plan states that the fees are to be spent on sales, marketing and public relations for Mammoth Lakes as well as covering the air service subsidy. The current political reality for utilizing TBID funds for Main Street is not likely. However, the business plan does allow for flexibility in how funds are spent, as long as they are tourism-related, and the Main Street project definitely contributes to and improves the overall visitor experience of Mammoth Lakes.

TOOLS FOR PUBLIC INFRASTRUCTURE AND PRIVATE SECTOR PARTICIPATION

Development Impact Fees

Development impact fees (DIFs) are fees put in place by the Town to mitigate impacts on public facilities. The Mammoth Lakes Town Council has chosen to temporarily waive DIF fees for small residential construction, new commercial projects and remodels. While this was a positive strategy during the economic downturn, a new strategy is needed as things recover. Reasonable DIFs are good practice, and their funds should be considered for reinvesting in the public realm. Many DIF programs issue specific fees and put that money into a general fund for various public projects. For Downtown Mammoth Lakes, it is recommended that DIFs be reinstituted and the money generated be held in a separate account to either be directly reinvested back into the public realm surrounding new development or used for match funding for grants. This way, developers see that their fees are going into improving economic development, thus directly supporting their investment. It should be noted that existing DIF projects, on which funds are currently being collected, would need to continue to be funded through completion.

Short-Term Funding Sources (2-4 Years Post-Plan Adoption)

TOOLS FOR PUBLIC INFRASTRUCTURE AND PRIVATE SECTOR PARTICIPATION

Community Development Corporation (CDC)

CDC's are not-for-profit entities that allow for multiple investors to participate in acquiring sites, preparing them for redevelopment and even in some cases developing them. CDC funds can be utilized to help incentivize business creation. Benefits of CDCs include: their 501c3 status (public can easily contribute and grant dollars are easier to access); they are community-based and bring together the public and private sectors; they leverage a diversity of funds (general funds, grants, fees, private investment, bank, donations, etc.); and they are extremely flexible in funding diverse projects because they are non-governmental. Some CDCs in California include: Roseville CDC, Southeast Community Development Corporation, and California Statewide Communities Development Authority. Creation of a CDC would likely take about a year to develop a Board of Directors and establish 501c3 status.

They can be funded in a variety of ways, but generally get their resources from:

- **Business/corporate donations**, who may get a tax incentive in return.
- **Banks** that are required to give a portion of their revenues back to the community.
- **Investors** looking for a tax incentive and/or a community benefit from their work.
- **Donors** who are interested in the needs of the community.
- **City, County and other governmental entities**, through actual cash infusions or incentives to assist with redevelopment.
- **Grants** - local, national and federal.

See the following online resource for setting up a CDC:
http://www.westerncity.com/Western-City/September-2012/The-Next-Generation-of-Economic-Development-Tools-Community-Development-Corporations/

TOOLS FOR PUBLIC INFRASTRUCTURE

Infrastructure Financing District (IFD)

IFD's collect incremental revenue from a project or area and allow it to be invested into community-benefitting improvements. They are funded through incremental property tax revenue from the Town and monies must be used to finance public improvemenets and facilities of community-wide interest. Creation of an IFD would likely take about a year to establish and their term is up to 40 years (they may bond for up to 30.) Establishment of an IFD requires 2/3 vote of either registered voters OR property owners in the district. IFDs are set to become a powerful new tool in California, as the municipal sector looks towards innovative ways to fund infrastructure and important public facilities.

See the following online resources for setting up an IFD:
http://www.cacities.org/UploadedFiles/LeagueInternet/fb/fb6dc4c4-3a53-488b-b59e-583502ba1596.pdf
http://www.sf-planning.org/ftp/files/Citywide/Draft_Rincon_Hill%20IFD_Infrastructure_Financing_Plan_Dec_2010.pdf

Medium-Term Funding Sources (4-6 Years Post-Plan Adoption)

TOOLS FOR PRIVATE SECTOR PARTICIPATION

Right-of-Way Incentive Program

The Right-of-Way (ROW) Incentive Program refers to the transfer of additional ROW land along Main Street from the Town to private property owners as part of the disposition and removal of the Frontage Roads. This transfer may or may not be made monetarily. This is something that the Main Street stakeholder group (explained in the following chapter) and the Town staff can work together to initiate.

If the Town chooses to sell the land to the property owners, it should be at a very reasonable price (below market rate) as an incentive to the property owners to take advantage of the opportunity. The funds generated from the land sales could include a guarantee that funds shall be used for future upgrades along the corridor which would benefit their specific properties, or perhaps used as in-lieu fees for additional parking that would be provided by the Town in the form of a "parking district" so the property owners do not have to incur additional parking on-site.

If the transaction is made "by-right," then the Town should establish a set of guidelines and/or standards as to what the property owner can do with the additional space in the short, medium and long-terms. For example, parking should be restricted, and active uses, either in the form of a building, patio, cafe seating, plaza, etc. should be required.

8 IMPLEMENTATION & PHASING

The following chapter outlines a process for implementation and phasing of the Main Street corridor. The Implementation and Phasing Schedule is divided into 5 categories:

- Ongoing Actions
- Quick Wins (1-2 years post-Plan adoption)
- Short Term Actions (2-4 years post-Plan adoption)
- Medium Term Actions (4-6 years post-Plan adoption)
- Long Term Actions (6-10 years post-Plan adoption)

The entire process could take as little as ten years. However, circumstances may arise to either shorten or lengthen this process. The Town must be the champion of this Plan and staff needs to implement recommendations as outlined in this chapter.

One particular component for the phasing of Main Street improvements will be the removal of frontage roads. This will happen based on when properties decide to redevelop. This chapter explains how the frontage roads can be phased over time, allowing redevelopment to occur as the market demands and property owners feel comfortable.

An important component of implementation will be how the Town decides to deal with the parking issue, as parking is a key element to supporting successful redevelopment downtown. Public parking strategies should be explored to offset development costs associated with on-site parking requirements. This chapter recommends parking strategies to explore, as well as strategic location criteria for them.

In this Chapter

IMPLEMENTATION AND PHASING

Ongoing Actions

Ongoing actions consist of recommendations for the Town of Mammoth Lakes to champion, in conjunction with area property owners and stakeholders and Caltrans. This phase will be continuous and should begin immediately by engaging stakeholders, and together, promoting the vision for Main Street. Exploring recommended and existing funding sources and setting in motion a plan of action for establishing them will be fundamental to the future success of the Main Street corridor.

In particular, the Town should immediately engage in discussions with the Forest Service. Even though redevelopment of their property is not a high priority for the near-term, the property is an important component of the long-term success of Main Street and next steps need to be established in order to proceed. The Town should enter into an agreement with Caltrans on the responsibilities, both logistically and financially, for the recommended improvements.

Any improvements made along Main Street, by the Town, Caltrans or private property owners, should follow the recommendations and spirit of this Plan. The Town should also continue to encourage activity along Main Street, perhaps through festivals, parades, farmer's markets and other community gatherings to strengthen the heritage and culture of Mammoth Lakes and to further establish Main Street as the heart of the town.

The spreadsheets on the following pages list implementation actions per phase in an itemized format with associated costs. The reference code column is referencing the detailed Preliminary Engineers Estimate which can be found in Attachment D.

Mammoth Lakes Main Street Implementation and Phasing Schedule

Winter & Company
Last Updated December 27, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
O	**On-Going Actions**				
O.1	**Engage Stakeholders / Main Street Coalition**	Meet with business and property owners, developers and other community stakeholders regularly to promote the vision for Main Street and its redevelopment potential. It would be beneficial to establish a "Main Street Coalition" of invested stakeholders, perhaps as a 501c6 at first (could turn into a PBID in the future,) to help promote the vision in the form of a partnership.	-	N/A	TOML
O.2	**Explore Ongoing Funding Sources**	Benefit Assessment District (Snow management); Infrastructure Financing District (Public infrastructure); Property-Based Improvement District (landscape/public realm maintenance and management, small infrastructure improvements, economic development, marketing); Parking District (public parking)	-	N/A	TOML, Property owners
O.3	**Utilize Existing Funding Sources**	Establish how the Town might leverage existing funding from Measures A, R, U, and T for Main Street projects (infrastructure, streetscaping, median gateway monuments, etc.)	-	N/A	TOML
O.4	**Explore Grant Applications**	Constantly research and apply for Federal and State Grants that might apply to capital improvement projects, transit funding, etc.	-	N/A	TOML, CALTRANS
O.5	**Establish Agreement with Caltrans**	Establish an agreement between Caltrans and the Town for implementing recommendations for Main Street (partnership)	-	N/A	TOML, CALTRANS
O.6	**Engage Forest Service**	Engage in discussions with Forest Service for envisioning plans for their property that both meet the goals of the Main Street Plan and their needs.	-	N/A	TOML
O.7	**Implement Main Street Plan**	Refer to this Plan in conjunction with other regulatory documents as redevelopment occurs in order to determine the desired approach to site and building development and to foster public-private sector relations.	-	N/A	TOML, CALTRANS, Property owners
O.8	**Encourage Activity along Main Street**	Encourage festivals, farmer's markets, and other public gatherings to occur along Main Street. Promote activities with banners on existing light poles!	-	N/A	TOML

Quick Wins

Quick wins refer to short-term actions that beget long-term change. These efforts could begin immediately and be completed within 1 to 2 years, and are estimated to cost approximately $910,000. This phase would act as a catalyst for other future improvements. As listed in the spreadsheet below, this phase of recommendations includes:

- Installing landscaped medians to beautify the corridor.
- Installing a new intersection control and pedestrian controls at key locations to help better facilitate Main Street traffic and pedestrian safety.
- Installing new signs that inform and direct the public to provide a more comprehensive streetscaping approach along the corridor.

Additionally, this phase would also consist of establishing funding sources to pay for future phases. The Town should explore taking advantage of existing funding sources such as tax measures A, R, U, and T, or securing some funds from the established TBID (although not likely.) The Town should look at reinstituting Development Impact Fees and using those funds to pay for area improvements. City-wide bonds could be discussed, as well as applying for various state and federal grants.

The Town should work to establish an assessment district to start paying for snow removal, which is one of the main concerns for Main Street, both from property owners and residents. In the short-term, the district would pay to haul away the snow that Caltrans and the Town plows from Main Street and the Frontage Roads. In the long-term, the district could help pay for maintenance of new sidewalks and landscaping, as well as snow removal. A parking district is another high priority that should be explored and initiated as soon as possible to make redevelopment more appealing along the corridor.

Mammoth Lakes Main Street Implementation and Phasing Schedule

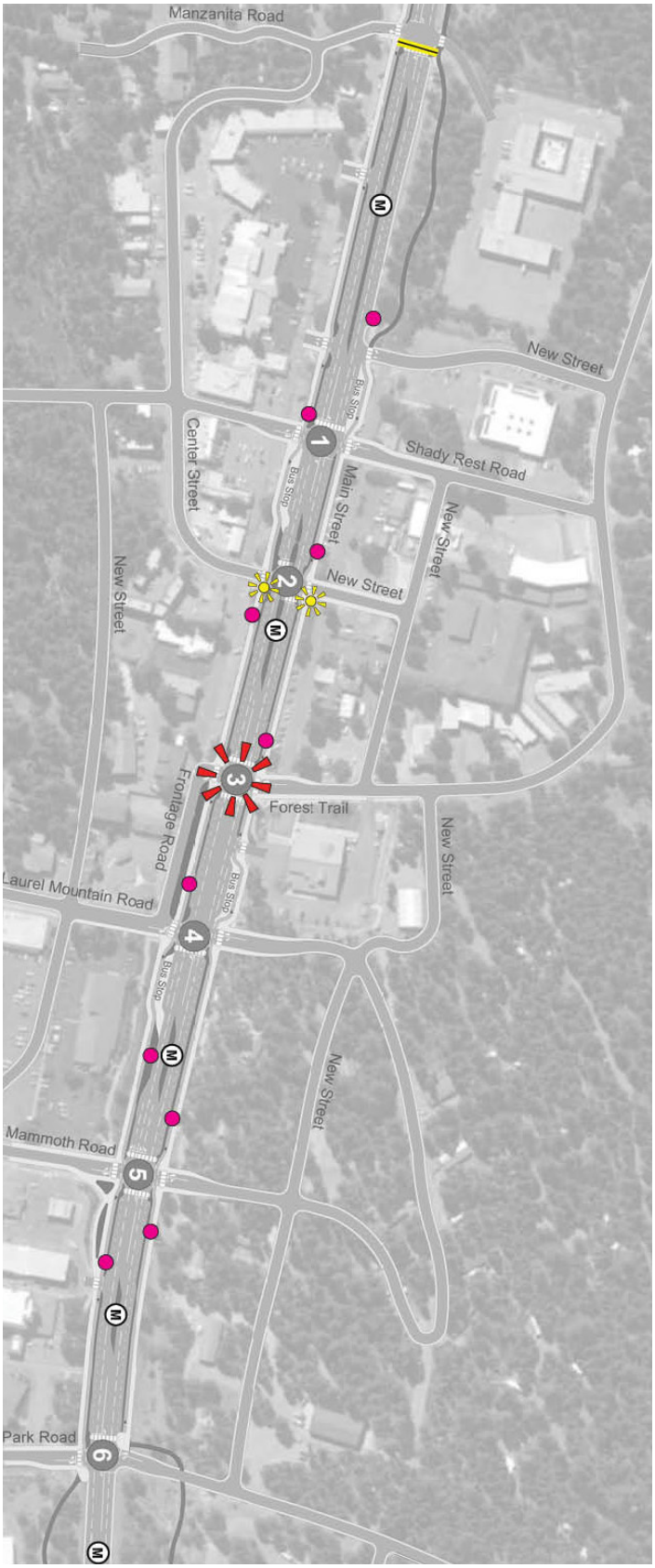
Winter & Company
Last Updated December 27, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
Q	**Quick Wins (1-2 years after Plan approval)** **MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)**				
	Quick Win Funding Sources				
Q.1	**Implement new or utilize/revamp existing funding sources**	Bonds, Grants, Development Impact Fees (DIF), Existing Tax Measures, TBID	-	N/A	TOML, CALTRANS, Property Owners
Q.2	**Establish maintenance district**	Establish an initial assessment district for snow removal/hauling from Caltrans ROW (PBID/BAD/CFD)	-	N/A	TOML, Property Owners
Q.3	**Establish parking district**	Establish a parking district to manage parking resources for downtown, thus opening up development potential	-	N/A	TOML
	Preliminary Site Work & Preparation				
Q.3	**Construction surveying & utility verification**	Construction Surveying, Utility Verification	**$56,000**	3, 5	TOML, CALTRANS
	Main Street (curb to curb)				
Q.4	**Install landscaped medians**	Install new landscaped medians. Refer to engineering recommendations for landscaped median locations (do not interfere with future access needs.)	**$384,000**	21, 22, 26	CALTRANS
Q.5	**Install new traffic controls**	Install new traffic control at Forest Trail Road	**$300,000**	15	CALTRANS
Q.6	**Install new pedestrian controls**	Install new pedestrian controls at Center Street (RRBF) and Manzanita Road (HAWK)	**$170,000**	16	CALTRANS
Q.7	**Install new signage**	Throughout corridor as needed (refer to Streetscapes chapter for placement criteria)	-	N/A	TOML
Q	**Quick Wins Total Cost**		**$910,000**		

QUICK WINS DIAGRAM

LEGEND

- Landscaped medians
- New intersection control
- New pedestrian control Rapid Rectangular Flashing Beacons (RRFB)
- New pedestrian control Pedestrian Hybrid Beacon (HAWK)
- New signs (locations are approximate - see Streetscapes chapter for criteria)



Short-Term Actions

Short-term actions consist of projects being completed within 2 to 4 years after Plan acceptance. This phase would focus on Section 1 of Main Street (Thompsons Way to Manzanita Road.) This phase would include:

- Reconstructing Main Street with new asphalt, paint and markings.
- Installing bus pull-outs, transit plazas and new bus shelters to encourage transit ridership.
- Installing a landscaped buffer and future cycle track (which would operate as a sidewalk in the interim) to encourage pedestrians to travel along Main Street.
- Installing streetscaping elements, such as benches, bike racks and trash receptacles, to visually enhance the corridor and provide amenities for pedestrians and bicyclists.
- Installing public parking to help incentivize new development along Main Street.

Funding sources that should be explored and initiated in this phase consist of a Community Development Corporation (CDC) and Infrastructure Financing District (IFD).

This phase is estimated to cost approximately $6.9 Million. The highest expense in this phase is public parking in the form of a parking structure (estimated to hold 150 spaces). If the Town were to partner with a private developer to build a structure, some costs may be able to be recouped from shared expenses. Otherwise, if the timing is not right for a structure in 2 to 4 years, the Town could purchase the land and provide a surface parking lot that could become a parking structure in the future.

Mammoth Lakes Main Street Implementation and Phasing Schedule

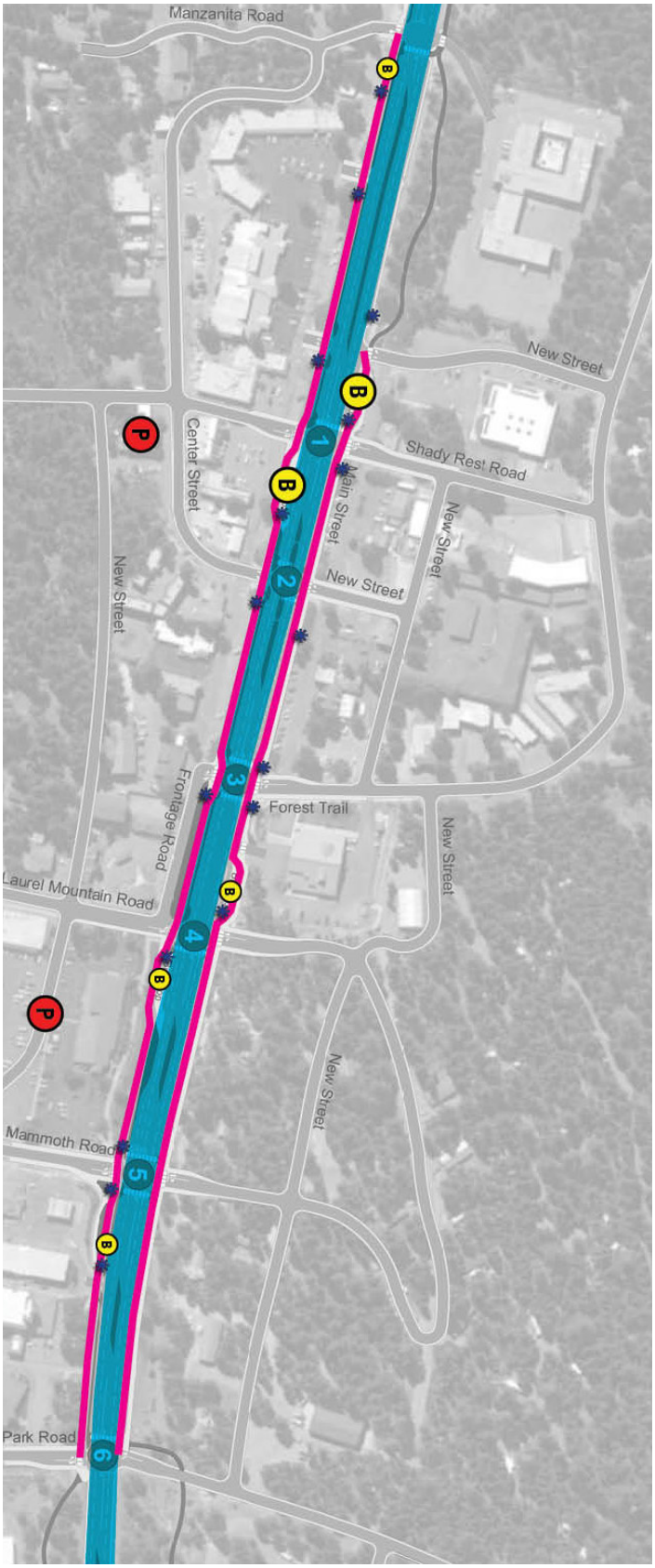
Winter & Company
Last Updated December 27, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
S	**Short-Term Actions (2-4 years after Plan approval)** **MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)**				
	Short Term Funding Sources				
S.1	**Implement new or utilize/revamp existing funding sources**	Community Development Corporation (CDC), Infrastructure Financing District (IFD)	-	N/A	TOML, Property owners
	Preliminary Site Work & Preparation				
S.2	**Site work & preparation (Section 1)**	Mobilization, demobilization & clean up; stormwater management; saw-cut existing roadway; traffic control (estimated for 1/2 corridor - Sierra Park to Manzanita)	**$182,000**	1, 2, 4, 45	TOML, CALTRANS
	Main Street (curb to curb)				
S.3	**Reconstruct Main Street (Section 1)**	Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings (Sierra Park to Manzanita only)	**$406,000**	6, 9, 13, 27, 37, 38, 39, 40	CALTRANS
S.4	**Install bus pull-outs**	Remove existing PCC roll curb and gutter, install new bus stop sections	**$113,000**	10, 17	TRANSIT AGENCY
	Frontage Roads (curb to new property line)				
S.5	**Install landscape buffer and cycle track (Section 1)**	Install concrete pavers at cycle track, PCC cycle track and landscape buffer (remove trees as necessary). Cycle track to be used as sidewalk in interim.	**$730,000**	11, 23, 29, 30	TOML
S.6	**Grading**	Grading, as needed	**$366,000**	12	TOML
S.7	**Install Streetscaping**	Install site furnishings (approx. 1/2 total - benches, trash receptacles, bike racks, etc.)	**$200,000**	24	TOML
S.8	**Install curb cuts**	Install PCC commercial driveway apron	**$35,000**	25	TOML, CALTRANS
S.9	**Install bus shelters**	Install bus shelters	**$70,000**	18, 19	TOML
	Other Public Improvements				
S.10	**Parking**	Public Parking Lot and Structure	**$4,800,000**	43	TOML
S	**Short-Term Actions Total Cost**		**$6,902,000**		

SHORT-TERM ACTIONS DIAGRAM

LEGEND

- Reconstruct Main Street (curb to curb)
- Install bus pull-outs, transit plazas and bus shelters
- Install landscape buffer and future cycle track
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install public parking



Medium-Term Actions

Medium-term actions include projects being completed within 4 to 6 years of Plan acceptance. This phase would complete Section 1 of Main Street improvements and is estimated to cost around $5.6 Million. Suggested actions include:

- Installing a new intersection control and pedestrian control.
- Installing streetscaping elements, such as benches, bike racks, and trash receptacles and lighting fixtures to enhance the pedestrian experience.
- Demolishing frontage roads and relocating utilities, as needed, in order for future redevelopment to be built closer to Main Street.
- Installing sidewalk adjacent to cycle track, whereas bikes at this phase will move onto the cycle track, thus allowing for on-street parallel parking adjacent to the curb on either side of Main Street.
- Installing a Civic Park/Plaza and public restroom to facilitate community gatherings along Main Street.
- Installing a new neighborhood streets to enhance the circulation network in Downtown Mammoth Lakes.

Funding sources to be explored in this phase consist of a Property-Based Improvement District and the Right-of-Way Incentive Program.

It is important to note that line items occurring on future private property should only occur once the ROW Incentive Program has been initiated, so that after construction, this area becomes either new development (as initiated by the property owners) or open space for public benefit (as initiated by the Town.)

Mammoth Lakes Main Street Implementation and Phasing Schedule

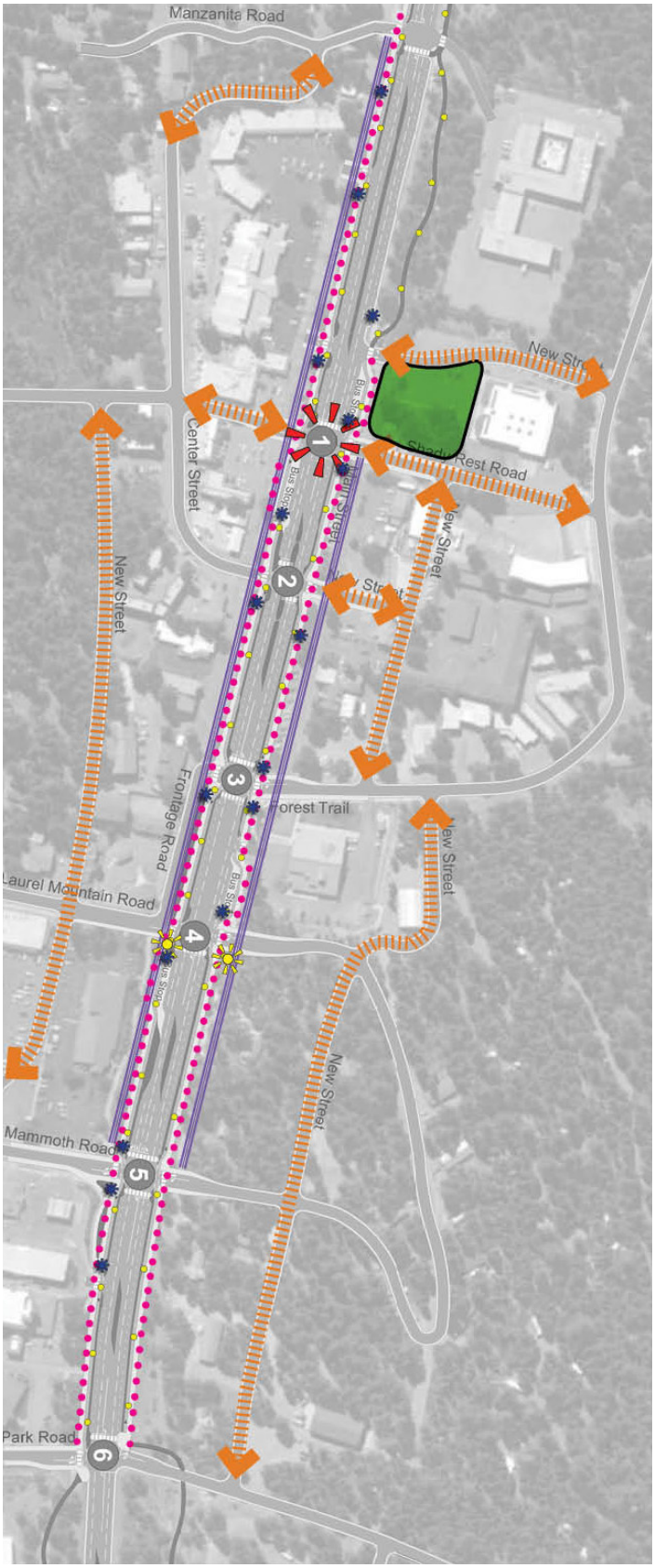
Winter & Company
Last Updated December 27, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
M	**Medium-Term Actions (4-6 years after Plan approval)** **MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)**				
	Short Term Funding Sources				
M.1	**Implement new or utilize/revamp existing funding sources**	ROW Incentive Program	-	N/A	TOML, Property owners
	Main Street (curb to curb)				
M.2	**Install new traffic controls**	Install new traffic scontrol at new street (Shady Rest Road)	**$300,000**	15	CALTRANS
M.3	**Install new pedestrian controls**	Install new pedestrian control at Laurel Mountain Road (RRBF)	**$20,000**	16	CALTRANS
	Frontage Roads (curb to new property line)				
M.4	**Install Streetscaping**	Install site furnishings (approx. 1/2 total - benches, trash receptacles, bike racks, etc.)	**$200,000**	24	TOML
M.5	**Install Lighting**	Install new decorative street lights and electric meter pedestal	**$331,000**	33, 36	TOML
M.6	**Install sidewalk (turn over cycle track to bikes and allow on-street parallel parking adjacent to curb)**	Install PCC sidewalk (brushed finish), install pedestrian ramps with truncated domes, install thermoplastic bike lane symbol pavement marking in cycle track	**$886,000**	28, 32, 41	TOML, Property owners
	Private Property				
M.7	**Demolish Frontage Roads**	Remove Exist. Plantmix Bituminous Pavement and Agg. Base to Depth of 10"	**$19,000**	8	TOML, Property Owners
M.8	**Relocate Utilities**	Install storm drain infrastructure improvements (pipe, manholes, inlets, etc.), relocate existing underground Verizon fiber optic, relocate existing Edison 33kV underground power	**$2,870,000**	14, 34, 35	TOML, Property owners
	Other Public Improvements				
M.9	**Civic Park/Plaza**	Park/plaza (shown at Post Office), public restroom	**$1,000,000**	20, 44	TOML
M.10	**New Streets**	Construct new local connector street	-	N/A	TOML
M	**Medium-Term Actions Total Cost**		**$5,626,000**		

MEDIUM-TERM ACTIONS DIAGRAM

LEGEND

- Utility work (install and relocate lines)
- Install sidewalk (adjacent to cycle track)
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install pedestrian-scaled lighting
- Install civic park/plaza
- Install new neighborhood streets and street-like drives
- New intersection control
- New pedestrian control Rapid Rectangular Flashing Beacons (RRFB)



Long-Term Actions

Long-term actions generally consist of projects to be completed within 6 to 10 years of Plan acceptance. They include the build-out of the corridor, or Section 2, from Manzanita Road to Minaret Road, and is estimated to cost around $3.1 Million. Suggested actions include:

- Reconstructing Main Street with new asphalt, paint and markings.
- Installing transit plazas and new bus shelters to encourage transit ridership.
- Installing a landscaped buffer and mixed use path along the north side of Main Street from Manzanita to Mountain Boulevard and the south side of Main Street from Mountain Boulevard to Minaret Road.
- Installing a sidewalk at street level along the north side of Main Street from Mountain Boulevard to Minaret Road and the south side of Main Street from Manzanita to Minaret Road.
- Installing new street lights along Section 3 of Main Street to match the rest of the corridor.
- Site grading and retaining walls, as necessary, to facilitate a smooth transition between Main Street and the access to future buildings.
- Installing storm drain infrastructure improvements.

Main Street construction has been broken into two phases in order to allow funding to be secured over time to pay for the improvements. If it is more appealling to construct the entire corridor at once for design and construction efficiency, then perhaps a city-wide bond issue is a more appropriate avenue for funding the majority of street improvements.

Mammoth Lakes Main Street Implementation and Phasing Schedule

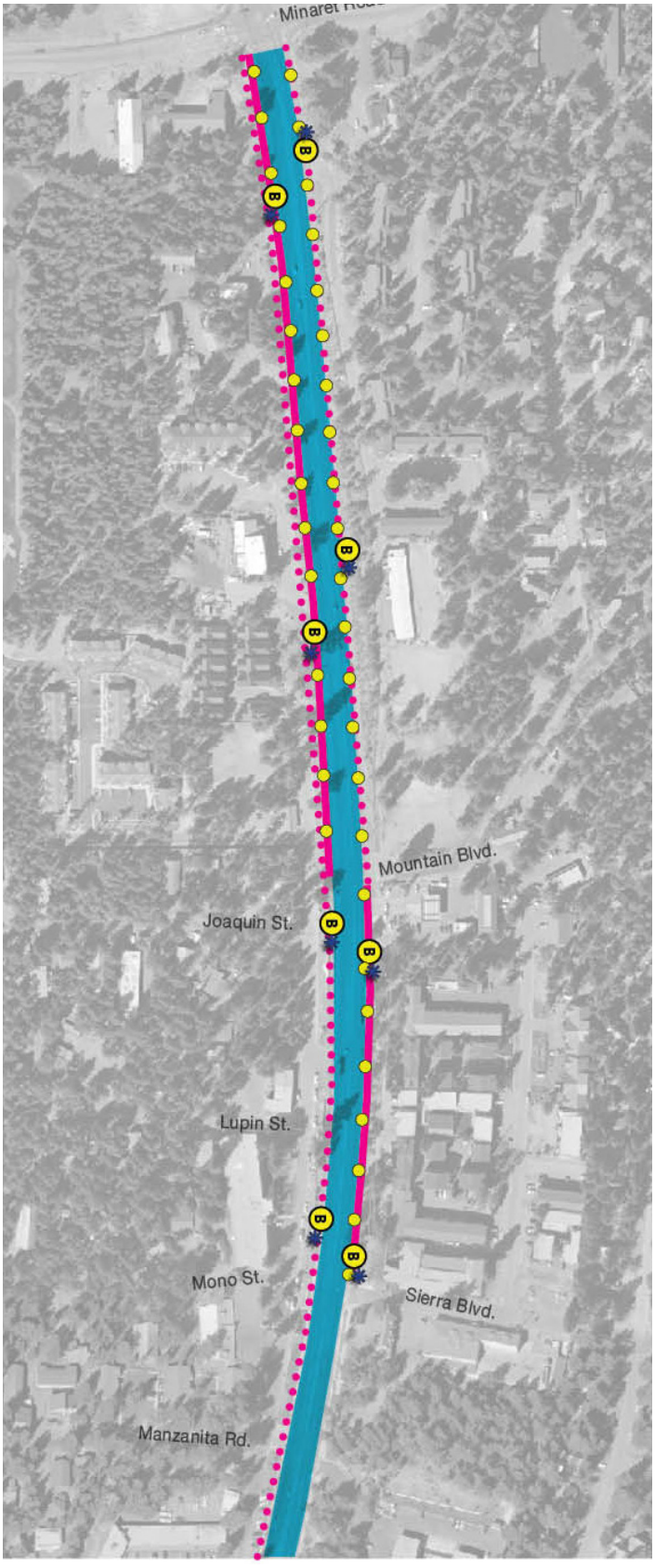
Winter & Company
Last Updated December 27, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
L	**Long-Term Actions (6-10 years after Plan approval)** **MAIN STREET SECTION 2 (Manzanita Road to Minaret Road)**				
	Preliminary Site Work & Preparation				
L.1	**Site work & preparation**	Mobilization, demobilization & clean up; stormwater mangement; saw-cut existing roadway; traffic control	**$182,000**	2, 3	TOML, CALTRANS
	Caltrans Property (curb to curb)				
L.2	**Reconstruct Main Street (Section 2)**	Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings (Manzanita Road to Minaret Road)	**$593,500**	6, 9, 13, 27, 37, 38, 39, 40	CALTRANS
L.3	**Install bus pull-outs**	Remove existing PCC roll curb and gutter, install new bus stop sections	**$60,000**	10, 17	CALTRANS
	TOML Property (curb to new property line)				
L.4	**Install curb cuts**	Install PCC commercial driveway apron	**$35,500**	25	TOML, CALTRANS
L.5	**Install bus shelters**	Install bus shelters	**$80,000**	19	TOML
L.6	**Install landscape buffer and mixed use paths (Section 2)**	Install mixed use paths and landscape buffer (remove trees as necessary).	**$590,000**	11, 23, 31	TOML
L.7	**Install sidewalks**	Install PCC sidewalk (brushed finish), install pedestrian ramps with truncated domes	**$259,000**	28, 32	TOML
L.8	**Install retaining wall**	5' high masonry block retaining wall	**$695,000**	7	TOML
L.9	**Install Lighting**	Install new decorative street lights	**$160,000**	33	TOML
	Future Private Property				
L.10	**Mass Grading**	Reconfigure grade, as needed	**$185,000**	12	TOML
L.11	**Utility Improvements**	Install storm drain infrastructure improvements (pipe, manholes, inlets, etc.)	**$300,000**	14	TOML
L	**Long-Term Actions Total Cost**		**$3,140,000**		

LONG-TERM ACTIONS DIAGRAM

LEGEND

- Reconstruct Main Street (curb to curb)
- Install bus pull-outs (where possible,) transit plazas and bus shelters
- Install landscape buffer and future multi-use path
- Install sidewalk (adjacent to cycle track)
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install new lighting



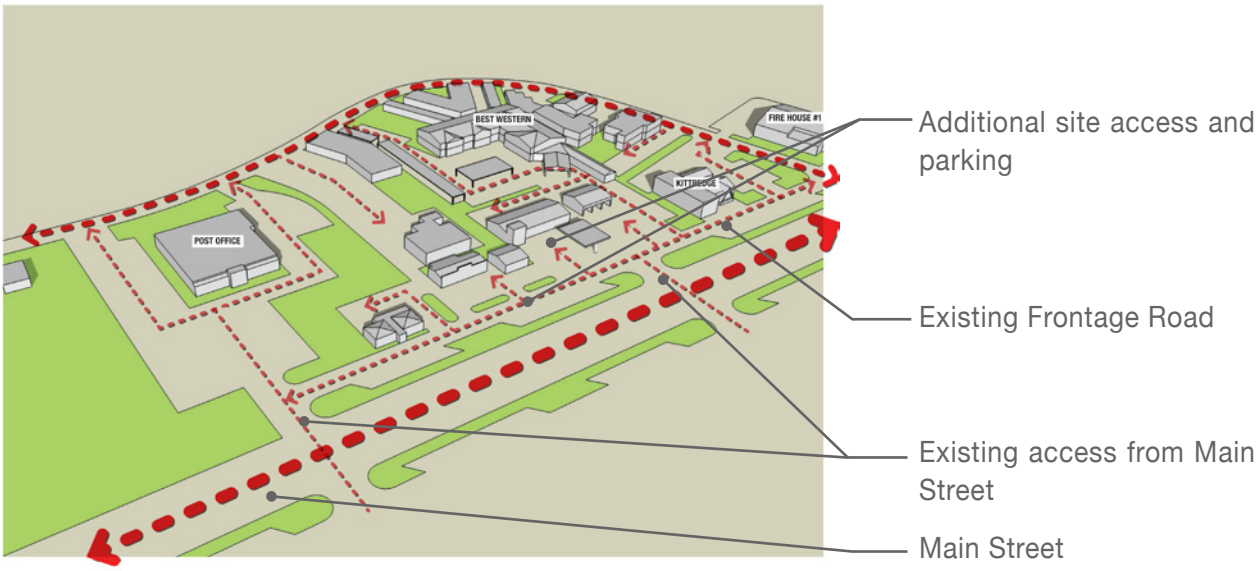
PHASING OF FRONTAGE ROADS

Ideally, property owners would take advantage of extra land and participate in the ROW incentive program all at once, especially in the downtown core. Realistically, this may not happen. Some properties may choose to take advantage of the extra land and redevelop right away, maybe even in the short-term time period. Others, however, may wait. Either way, it shouldn't preclude new re-development from happening.

Circulation and access for redeveloping properties will need to be in the back of the property, as that is where parking will be located. It is therefore important to think about how the frontage road could be phased from its existing location in front of properties, to the back. The following illustrations show how this is possible:

EXISTING CONDITIONS

- Frontage road present.
- Individual access for each property.
- Buildings removed from Main Street with parking in front.

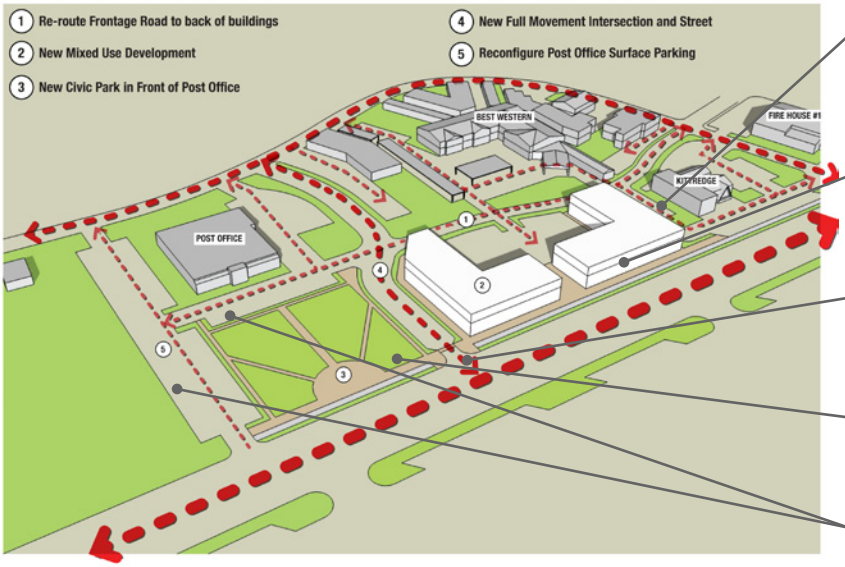


Existing Conditions - frontage road is located in front of properties, adjacent to Main Street

Note: This particular area of Main Street is used for illustrative purposes only. This Plan does not suggest how redevelopment on these properties will or should occur.

PHASE 1

- Two adjacent properties redevelop closer to Main Street with parking behind.
- New Civic Park/Plaza.
- New north/south street connection.



Existing Frontage Road is re-routed behind new development

New development fronts Main Street

New north-south street and intersection

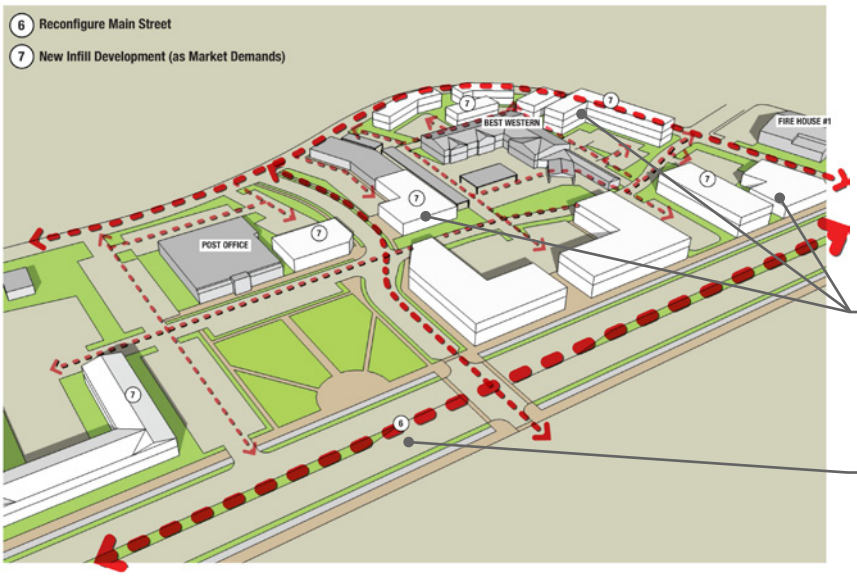
New park and plaza to activate Main Street

Reconfigure Post Office parking

Phase 1 - frontage road partially moves behind properties

PHASE 2

- Other properties redevelop.
- Frontage road is gone.
- Access along Main Street is consolidated.



New infill development (as market demands)

Reconfigure Main Street (medians, consolidated access, etc.)

Phase 2 - frontage road moves entirely behind properties

PARKING STRATEGIES

The Town, as part of the Downtown Commercial Zoning Code Update, has substantially reduced on-site parking requirements and introduced parking strategies such as shared parking (allowing adjacent properties with opposite peak operating hours to share parking spaces) and in-lieu fees (allowing developers to pay the Town to provide parking elsewhere.) This Plan recommends exploring a couple more options to better organize public parking within downtown in order to support redevelopment along the corridor.

District Parking

A parking district is an authority that provides centralized public parking in locations that allow for a variety of users. Parking districts are funded through parking revenues and in-lieu fees and are responsible for building and maintaining surface lots or garages which are strategically located to benefit the largest amount of businesses. They incentivize a "park once" strategy, where users are encouraged to park once and walk (or ride the bus) from the parking lot to their destination(s). For this reason, they must be conveniently located and the walk to and from must be pleasant. Implementing a parking district in downtown would help to incentivize more intense development by allowing developers to pay "in lieu" fees to the Town instead of providing the space on-site, thus providing more area for development. Another option is for a developer to partner with the Town (or financing district) to provide parking together. Often, this partnered approach saves both parties time and money. Design and construction costs can be shared rather than each one taking it on alone. When the parking structure is built, certain spaces are dedicated to the adjacent land uses only, and others are available as "public." Another long-term solution to funding a parking district would be to initiate on-street parking meters, especially along Main Street where the fee for convenience could be well argued.

Underground parking is the most expensive, ranging from $30-$40k per space.

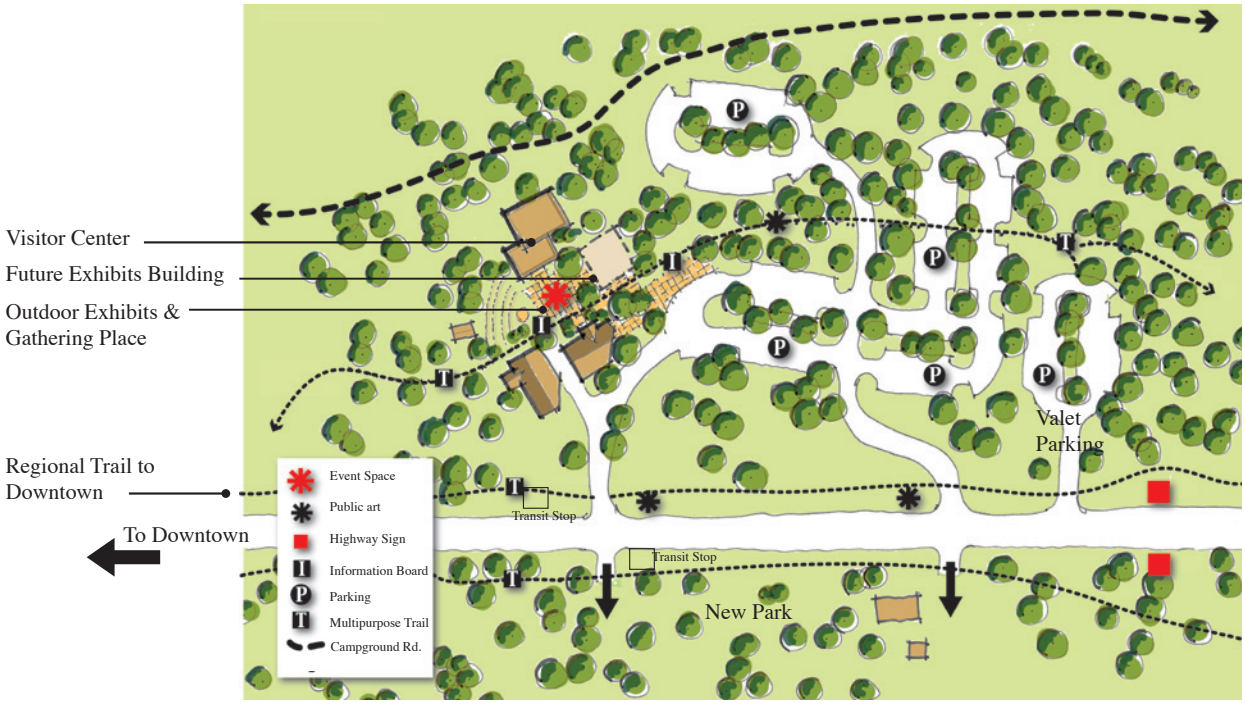
Parking structures are the mid-range option and can be nicely designed with land uses wrapping them so they contribute to the urban fabric.

Surface parking lots are the least expensive option.

For Mammoth Lakes, there could be a few different types of district parking lots.

- **Park and Ride Lots** - These lots would be used by transit users, most likely to ride to and from the mountain. The locations of these lots must be near a transit stop and would ideally be on the east side of downtown, in the form of a surface lot, where there is adequate land. They need not be in a walkable downtown environment.
- **Valet Lots** - These lots would be used by visitors who drive to Mammoth Lakes, but will not need a car during their visit due to efficient transit service and walkability of Downtown. These lots could be the same as the Park and Ride lots, but instead of the driver parking there and taking transit, the cars would be valeted from the visitor's hotel. Hotels could pay into the district for these spaces to reduce their on-site requirements.

Location Criteria - Park and Ride and Valet lots should be located on the eastern edge of Town when possible so that visitors are directed *through* Downtown as pedestrians, before arriving at their car. By doing this, it will reduce the amount of parking needed in the downtown, assuming that the options are clearly explained and convenient, and increase transit ridership. The sketch below shows the possibility of expanding parking options, including park and ride and valet parking, at the Visitor Center just east of Downtown. This option also includes concepts for linking into the existing trail network to allow visitors the option to park at the Visitor's Center, get oriented to Town and gather information, and then walk or bike downtown as well.



Locating Park and Ride and Valet lots to the east of downtown will direct visitors through downtown as pedestrians as well as increase transit ridership and decrease surface parking lots in the downtown core.

- **Park and Walk Lots** - These lots would be used by visitors and residents for shopping and dining, or short trips downtown. These lots will directly support more intense development by freeing up more land that would have otherwise been taken up by required on-site parking spots.

Location Criteria - Park and Walk lots should be conveniently located throughout Downtown where there is enough intensity of development to support the need and where the walk to and from will be pleasant. These lots would be most appropriate for structured parking, although surface lots could work as well. They should be visible from Main Street where possible, or otherwise clearly marked with wayfinding signs along Main Street to direct people to them effortlessly. Ideally, Park and Walk lots should be located within 250' of Main Street or Old Mammoth Road. Better utilizing the existing Park 'n Ride lot at the corner of Tavern Road and Old Mammoth Road would be beneficial, with the possibility of building a parking structure in the future. This location is conveniently located and could be used as a park and walk lot as well as a park and ride lot.

Locate Park and Walk lots conveniently in the Downtown core with clear visibility or signage to direct users to them.

Count On-Street Parking Toward Site Requirements

Allowing on-street parking to be counted toward a site's (non-residential) parking requirements is a simple way to free up more land for development. Especially once properties along Main Street redevelop closer to the street, on-street parking spaces will be seen as "convenience" parking and will likely fill up before the off-street parking spaces. Therefore, they should be allowed to count toward a site's required parking.

Overall Concept Plan for Mammoth Lakes Main Street Corridor
**For illustrative purposes only.*